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Reform Communications Program in Ukraine

Communications Assessment Report

MAY 2017

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COMMUNICATIONS ASSESSMENT REPORT

REFORM COMMUNICATIONS PROGRAM IN UKRAINE

May 2017

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Ecorys Polska

DISCLAIMER

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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ACRONYMS

CSO	Civil Society Organization
GOU	Government of Ukraine
HOA	Home-Owners Association
IDP	Internally Displaced Persons
LGBTI	Lesbian, Gay, Bisexual, Transgender and Intersexed
NGO	Non-Governmental Organization
NRC	National Reform Council
TA	Target Audience
USAID	United States Agency for International Development

I. EXECUTIVE SUMMARY

This Communications Assessment Report to the United States Agency for International Development (USAID) presents the findings from the mapping and assessment of the communications landscape and the strategic communications opportunities around 18 reforms currently being implemented by the Government of Ukraine (GOU). In addition, it provides recommendations for selecting the reform areas most suitable to a communications campaigns and presents draft key elements of planned communications campaigns to be launched between June and mid-August, 2017.

The mapping and assessment task involved the review of the following 18 reform areas: Anti-Corruption Reform, Public Procurement Reform, Decentralization Reform, Law Enforcement Reform, Deregulation and Entrepreneurship Reform, Healthcare Reform, Tax Reform, Public Administration Reform, Financial Sector Reform, Education Reform, Energy Sector Reform, State Owned Enterprise Governance Reform, Agricultural Sector Reform, Judicial Reform, Constitutional Reform, National Security and Defense Reform, Electoral Reform and Ukraine Promotion Program. The reforms were analyzed and ranked on the basis of an in-depth review of available literature on reform implementation progress, public perceptions and communications efforts to date, in combination with 42 in-depth interviews with stakeholders from the GOU, USAID and other donors and partners. The following criteria were used for the ranking of reforms: reform progress and performance, relevance to people, comprehensibility to people and media, visibility needs. The top five-ranked reforms recommended to be pursued are Healthcare Reform, Financial Sector Reform, Energy Sector Reform, Agricultural Sector Reform and Decentralization Reform. These reforms are being implemented as planned and have some success stories to be communicated; are high priorities of both the GOU and donors; are highly relevant to the well-being of the population; are interesting for the population and media, which do not feel to be fully informed about its progress; and they have either not yet been properly communicated or current communication efforts have left some communication gaps to be filled through further campaigns. Of these five reforms, Healthcare Reform and Energy Sector Reform are recommended for communications campaigns within this project. For these two reforms, several important communication messages requiring immediate communication efforts were identified, and the legislative changes planned in the next few months are expected to reinforce the reliability and effectiveness of communication efforts.

Based on the assessment of the communications landscape and the strategic communications opportunities, the proposed communications campaigns will be positioned as large-scale awareness campaigns targeting Ukrainian population at large. The draft key messages for each of the top five-ranked reforms are presented in the Report. For the two selected reforms – Healthcare Sector Reform and Energy Sector Reform – the identified draft communication

messages were tested with key stakeholders and media experts during two interactive focus group discussions as well as during the Stakeholders Discussion. The communications campaigns will include the following elements: TV and radio spots; expert talks on ‘breakfast TV shows’; campaigns in regional printed press (layout production and placement of comic strips, infographics, press releases); digital campaigns on social media platforms (through the involvement of opinion leaders in the generation of discussions, viral material and online contests with campaign promotional gadgets) and Internet portals (layout production and placement of comic strips, infographics, press releases); and events for national and regional media (a series of workshops for journalists). The communications campaigns will be branded with the cartoon character ‘Kozaky’, a well-known cartoon character throughout Ukraine. Such a branding will allow the campaigns to present the reforms in a broader, non-political context, as well as to reach and engage with target audiences on a more personal level. In addition, the campaigns will include mechanisms aimed at coordinating and creating synergies with communications efforts by other stakeholders (i.e. GOU, USAID and other donors) to ensure that the campaigns are as effective as possible, with sustainable results. The effectiveness of the communications campaigns will be monitored and evaluated. A set of indicators for monitoring outputs and outcomes are proposed, and a broad opinion poll will be carried out to measure the campaigns’ reach and impact. Finally, an evaluation workshop will be organized to discuss the project’s achievements and conclusions.

II. INTRODUCTION

This Draft Assessment Report to the United States Agency for International Development provides the results of the mapping and assessment of the communications landscape around the government's reforms in Ukraine. The assessment was conducted to identify strategic communication opportunities with a view to launching two to three communication campaigns in Ukraine to increase Ukrainian public support for the reform process and in particular to increase citizens' understanding of the reforms that the Government of Ukraine is undertaking as well as their expected positive impact on their lives.

The mapping and assessment reviewed the National Reform Council's 18 reform areas¹ – namely Anti-Corruption Reform, Public Procurement Reform, Decentralization Reform, Law Enforcement Reform, Deregulation and Entrepreneurship Reform, Healthcare Reform, Tax Reform, Public Administration Reform, Financial Sector Reform, Education Reform, Energy Sector Reform, State Owned Enterprise Governance Reform, Agricultural Sector Reform, Judicial Reform, Constitutional Reform, National Security and Defense Reform, Electoral Reform and Ukraine Promotion Program. Within the assessment particular focus in analysis was paid to reforms in agriculture, finance, procurement, energy and anti-corruption sectors. The assessment was conducted between February 17 and March 31, 2017 and encompassed a review of the available secondary sources on the objectives and progress of reform activities, as well as awareness and understanding of the reforms by the public opinion and communication efforts accompanying the implementation of reforms to date. Additionally, a number of in-depth interviews and focus groups with key stakeholders from the GOU, NGO partners, USAID and other international donors were conducted. All gathered information was analyzed, reform by reform, and all reforms were ranked according to their cumulative scores across four selection criteria. The selection criteria were developed to determine reform viability of communication campaigns – performance and priorities, relevance to people, comprehensibility and visibility. Based on the mapping and assessment, the top five ranked reforms were presented to USAID and two reforms were recommended for implementation during the Draft Assessment Presentation to the Mission on March 24, 2017.

The Methodology section explains in detail how the mapping and assessment task was conducted as well as how the ranking was developed. In the next step, we describe the results of reforms mapping and assessment and our recommendations for five reform priority areas for the purpose of the communications campaigns. Section 5 presents the draft campaign elements and is concluded with a ranking of the reforms and recommendations as to the most amendable reform

¹ Please see the list of reforms assessed on the National Reform Council website <http://reforms.in.ua/en/skorkardy>

areas for communication campaigns, as well as the number and length of campaigns to be pursued presented in the Section 6.

III. METHODOLOGY

Methods used

The methods for the assessment of the communication landscape and strategic opportunities included desk review and in-depth stakeholder interviews. The assessment team reviewed a broad range of reports and studies on the progress of reforms, Ukrainians' perceptions of reforms as evidenced by public opinion research (opinion polls, surveys), media interest in reforms (surveys on media consumption), as well as on reforms communication efforts (current and previous communication campaigns, USAID and other donors' projects with communication elements). The full list of sources reviewed is presented in Annex 1. Additionally, 42 semi-structured interviews were conducted with key stakeholders from the Government of Ukraine, US Embassy and USAID Implementing Partners, other international donors and NGOs. The full list of respondents is included in Annex 2 and the interview questionnaire is presented in Annex 3. The information collected via desk research and stakeholder interviews was analyzed in the Assessment Template (attached as Annex 4).

Criteria elaborated

The assessment of reforms with regard to their potential for communication purposes was made on the basis of four pre-defined selection criteria. The criterion “**Performance and Priorities**” describes the pace of progress concerning the implementation of reform and the priority of reform for the GOU and for donors (incl. in particular USAID). The team collected and analyzed information via desk review and stakeholder consultations on the general and specific objectives of reforms, the pace of progress, key achievements and failures towards achieving those objectives as well as risks that may endanger future implementation. Moreover, information related to the priority of the respective reform areas as declared by the Government and international donors was included in the analysis. The criterion “**Relevance to people**” considers how the reform affects the population, in particular, the direct and indirect target groups, as well as supporters and detractors of the different reform areas, and the perceived importance of the reform for improving people's well-being according to public opinion, the media and experts. The reform's “**Comprehensibility**”, considers whether the reform is easily and correctly understood by people and if it is attracting media attention. Finally, the “**Visibility**” of reform describes the extent to which the reform has been communicated to the people and whether there are any gaps that should be covered with a new campaign (such as limited scope of previous campaigns, its lack of effectiveness, selected channels and target groups, etc.).

Each analyzed reform was scored on each selection criteria using a scale ranging from - 2 to 2, with 0 being a moderate score and 2 the highest. The reform with the highest scores on each selection criteria is progressing without delays, has already success stories that may be communicated during the campaign, and is high on the priority list of both GOU and donors

(score 2 on “Performance and Priorities” criterion). In addition, it has a large target group of direct and indirect reform beneficiaries, a strong base of support for the reform, and it is perceived to be very important according to both public opinion surveys and experts (score 2 on “Relevance to people” criterion). Last but not least, public opinion and media have both high information needs regarding this reform (their awareness and understanding of the reform is limited or wrong and they are highly interested in the topic) (score 2 on “Comprehensibility” criterion) and the reform has not been properly communicated so far and/or the current communication efforts were inappropriate and inefficient² (score 2 on “Visibility” criterion). The reform with scores of approximately zero is moderately progressing and prioritized, has a moderately broad target group, has neither a large support nor detractor base, has limited information needs and garnered moderate interest of public opinion and the media, as well as no communication efforts around this reform has been implemented so far or previous efforts were not significant and well-coordinated (confusing messages, self-contradicting efforts). The lower scored reforms (-2 on each criterion) have experienced challenges to their implementation and/or lack of political will to implement them, target only a limited group of beneficiaries and face strong opposition from certain groups. In addition, the lower score reforms are not perceived by public and opinion leaders as particularly important for the well-being of the population or well-known by the public and media and/or are not very interesting to them, as well as have been previously very well communicated in wide communication campaigns leaving no knowledge gaps to be addressed.

The full description of how reforms were scored according to the four selection criteria is provided in Annex 5. The final score for each reform was calculated as the average of the scores across the 4 criteria. Reforms that received equal scores were treated as being equally appropriate for the communications campaigns, as the criteria were not weighted. In such cases, additional criteria were taken into account when preparing the recommendations, namely the feasibility of a campaign’s launch and its organization, priority of the reform for the GOU and donors (in particular USAID), planned timeline of communication launch, perspectives for achieving synergy effects between different communication efforts, etc.

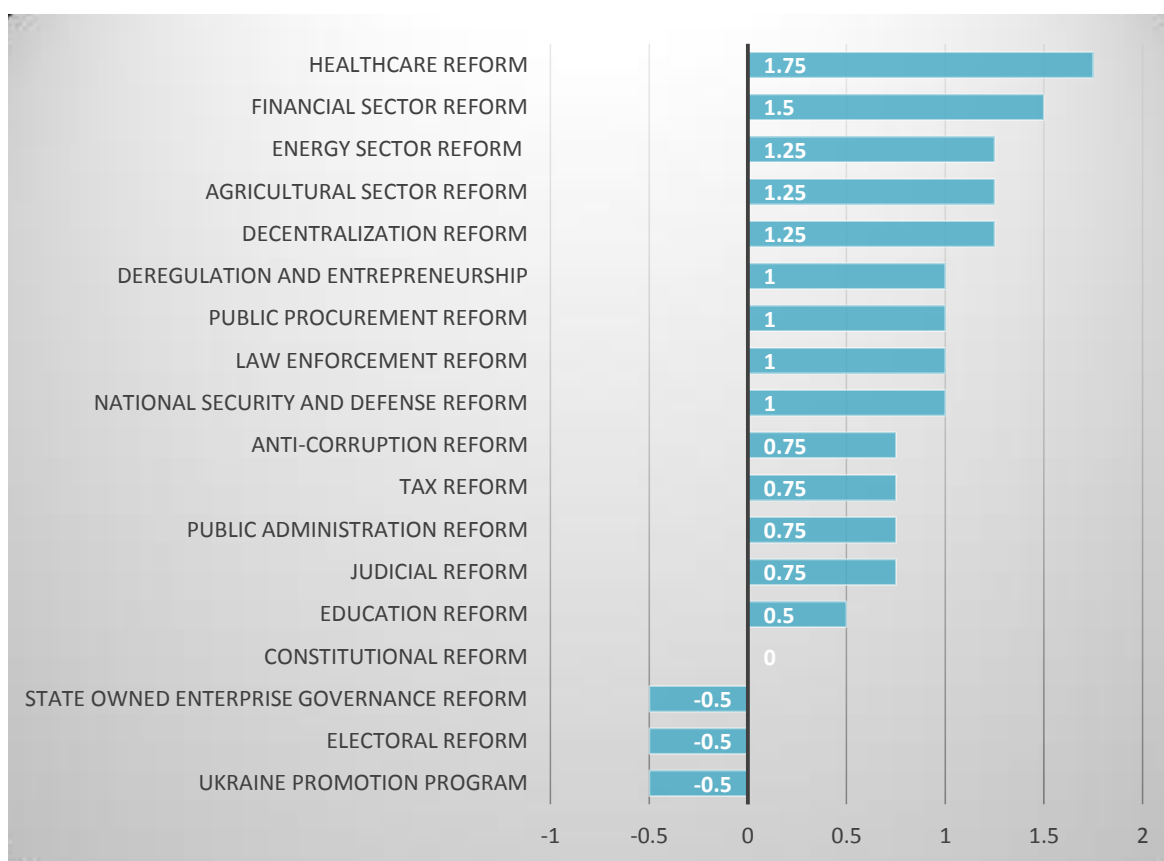
² We assume that reforms not properly communicated before or communicated ineffectively lack visibility and may be addressed in a communications campaigns. Therefore, reforms with the highest scores on the ‘visibility’ criterion are those that due to its limited visibility so far should be targeted with a new communications campaign.

IV. DATA SUMMARY

Results of criteria

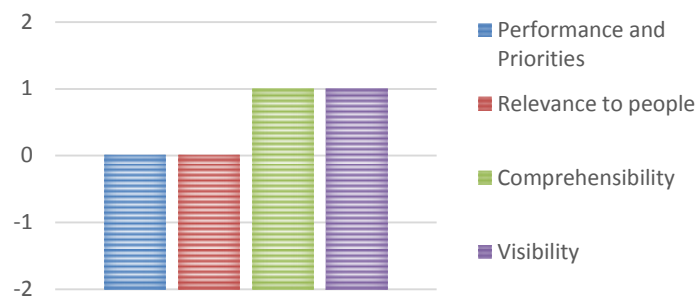
The final ranking of all 18 reforms currently implemented in Ukraine resulted in the following order: 1. Healthcare Reform, 2. Financial Sector Reform, 3. Energy Sector Reform, 4. Agricultural Sector Reform, 5. Decentralization Reform, 6. Deregulation and Entrepreneurship, 7. Public Procurement Reform, 8. Law Enforcement Reform, 9. National Security and Defense Reform, 10. Anti-Corruption Reform, 11. Tax Reform, 12. Public Administration Reform, 13. Judicial Reform, 14. Education Reform, 15. Constitutional Reform, 16. State Owned Enterprise Governance Reform, 17. Electoral Reform, 18. Ukraine Promotion Program. The table below presents the final cumulative score for each of the 18 reforms.

Figure 1. Ranking of 18 Ukrainians reforms.



Among the reforms that were classified as the least prone to a new USAID communication campaign (cumulative scores of 0.5 and below), we find: Education Reform, Constitutional Reform, State Owned Enterprise Governance Reform, Electoral Reform and Ukraine Promotion Program.

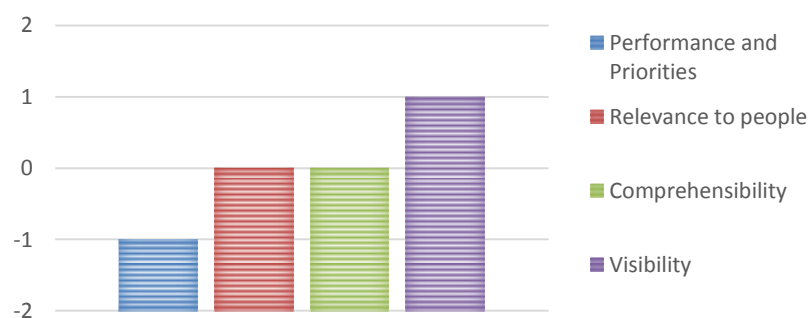
Figure 2. Scores for Education Reform.



The **Education Reform** is among the GOU's target reforms for the second half of 2017³, but there are no significant success stories to communicate to date. This reform has been increasingly used in the context of political debates, as the views of the parliamentarians on the key

education reform areas (e.g. changes in the curriculum, introducing 12-year secondary education) are greatly diversified, which slows the progress of reform implementation⁴. Moreover, this reform is not on the priority list among the donors. The target group of the reform is broad but not universal, comprising teachers, parents and students. However, even the direct target group of education reform does not consider this reform to be particularly relevant or important and are generally reluctant to be engaged in this process.⁵ With regard to their understanding of the reform, the evidence shows that there is some room for improvement – given the low level of awareness about the reform among the general public (27% in 2016⁶) and rather high interest among the media (59.6% in 2016⁷). Regarding visibility needs of the reform, limited communication efforts have been implemented so far. The most recent communication efforts were focused mainly on the provision of equal education opportunities to all children, including IDPs, which targets a small group of the general population. There are a number of messages to be communicated around this reform (e.g. decentralization in education sector, changes in financing of educational sector, new programs in primary schools).

Figure 3. Scores for Constitutional Reform.



Constitutional Reform has not been identified as one of the current priorities of the GOU or donors. This reform is closely connected to and dependent on the progress of judiciary and decentralization reforms, as these sectors are

³ Interview with GOU

⁴ Interview with NGO representative

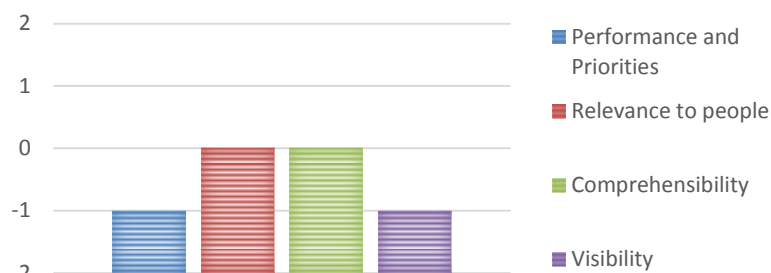
⁵ Interview with NGO representative

⁶ National Reforms Council Support Office, *Reforms Progress Monitoring 2016*, Kyiv, 2016, http://reforms.in.ua/en/system/files/reports/full_eng.pdf

⁷ Internews Ukraine, *Reforms Guide Public Opinion Survey Report*, November 2016

the main focus of the changes to the Constitution of Ukraine foreseen by the implementation of the Constitutional Reform. Although the reform targets all citizens of Ukraine, it is not clear what the end effect should be due to the inherent complexity of constitutional reform.⁸ The general public has limited knowledge of this reform (only 13.8% were aware of it in 2016⁹), and media interest is also weak (29.2% in 2016¹⁰). There has been only one large-scale information campaign, “Constitution” (launched in 2016), which had a wide-reaching target audience and involved a large number of information activities. Some communication gaps still remain that could be addressed by additional communication efforts.

Figure 4. Scores for State Owned Enterprise Governance Reform.



The **State Owned Enterprise Governance Reform** has not been identified as one of the current priorities of the GOU or donors. Despite the fact that the government managed to reduce the losses

of state-owned enterprises substantially over the last two years, the main privatization steps have not yet been implemented.¹¹ Ukrainians’ interest in the reform is low (only 11% were seeking more information about this reform in 2016¹²), as is their knowledge of the reform (7% in 2016¹³). The media are only moderately interested in the topic (27% in 2016¹⁴). There was no purposeful communication campaign on this reform so far. A few single cases of privatization have been presented in the media. However, it is not clear that these cases / news stories had any positive impacts in terms of creating higher awareness and understanding of the reform efforts.

⁸ Interview with USAID Implementing Partner

⁹ Ilko Kucheriv Democratic Initiatives Foundation, *Reforms in Ukraine: public opinion*, Kyiv, July 11, 2016, <http://dif.org.ua/article/reformi-v-ukraini-gromadska-dumka-naseleennya>

¹⁰ Internews Ukraine, 2016

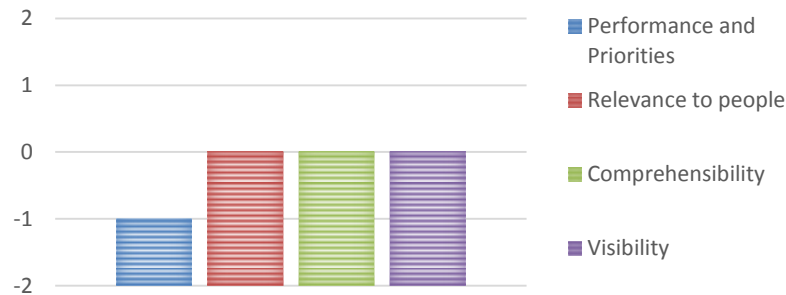
¹¹ Interview with USAID Implementing Partner

¹² Ilko Kucheriv Democratic Initiatives Foundation, 2016

¹³ Shymkiv D., Vynoslavskaya S., *Monitoring of the Perception of Reforms by Civil Society. Summary of the First Year of Monitoring*, TNS Ukraine, National Reforms Council, 2016, <http://reforms.in.ua/ua/page/sprynyattya-reform>

¹⁴ Internews Ukraine, 2016

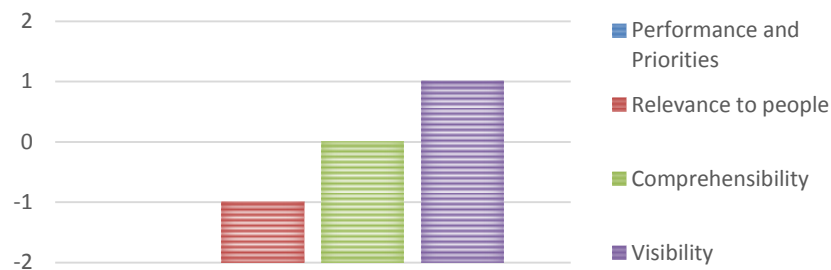
Figure 4. Scores for Electoral Reform.



The **Electoral Reform** has not been identified as one of the current priorities of the GOU and donors. The main expected result of the reform for 2017 – i.e. the introduction of a proportional election system in the process of parliamentary

elections - has a high risk of non-achievement. Despite the fact that this reform is relevant for all people, few details are currently known about the expected outcomes. Therefore, it is difficult to identify both supporters and opponents of the reform at the moment, as well as the importance of this reform to the broader public. There is low awareness (8%¹⁵) and information needs among the general public on this reform (10.6%¹⁶), and moderate media interest (31%¹⁷) has been reported in 2016. There was no purposeful communication campaign on this reform to date.

Figure 5. Scores for Ukraine Promotion Program.



The **Ukraine Promotion Program** has not been identified as one of the current priorities of the GOU, and it is not supported by donors' activities. The reform targets people outside of

Ukraine, and its success largely depends on the other external developments (such as military conflict on the East of Ukraine) and opinion of the population of other countries on these developments. In addition, its relevance to Ukrainians and their awareness about this reform has not been high (29%¹⁸). Meanwhile, there is no data on information needs about this reform among the general population, nor among the media. There has been a number of communications campaigns and efforts, which is due to the promotional nature of the reform itself. It is not clear if the Ukraine Promotion Program should be better communicated to the

¹⁵ Shymkiv D., Vynoslavskaya S., 2016

¹⁶ Internews Ukraine, 2016; Ilko Kucheriv Democratic Initiatives Foundation, 2016

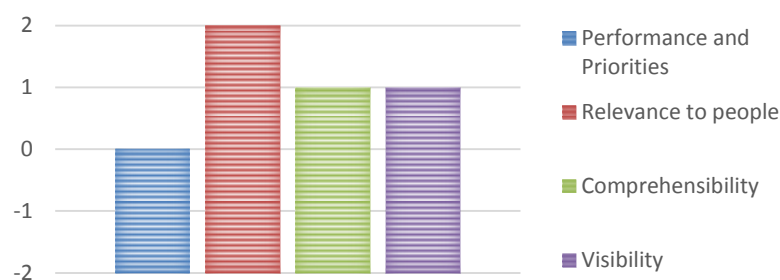
¹⁷ Internews Ukraine, 2016

¹⁸ Internews Ukraine, 2016

general population as their awareness of the reform does not have a direct impact of Program's success.

Eight reforms were assessed as moderately appropriate for USAID communications campaigns (cumulative scores between 0.75 and 1) – in particular deregulation and entrepreneurship, public procurement reform, law enforcement reform, national security and defense reform, anti-corruption reform, tax reform, public administration reform and judicial reforms.

Figure 3. Scores for Deregulation and Entrepreneurship.



GOU and donors have identified the **Deregulation and Entrepreneurship Reform** as one of the important reforms underway in Ukraine, however it is not among the top priorities, although it has been the subject of a number of

donor-funded projects. The progress on this reform is moderate; there have been a number of achievements especially in legislation and simplification of regulation for business by the GOU. However, it is not clear if there have been any success stories regarding the benefits of the reform for the general public to communicate yet, as only 29% of the population indicated having seen any gradual or active changes in relation to this reform in 2016¹⁹. Despite the reform being highly important for economic growth of Ukraine and indirectly affecting the whole population, public knowledge about the reform is very limited (13% in 2016²⁰) and media interest is moderate (25.8% in 2016²¹). There have been communications campaigns targeting this reform and a number of on-going communication efforts as part of donor funded projects. There is some room for additional communication efforts, for example, on the topic of tax pressure on business and new, “not easy to understand” procedures related to business inspection.²²

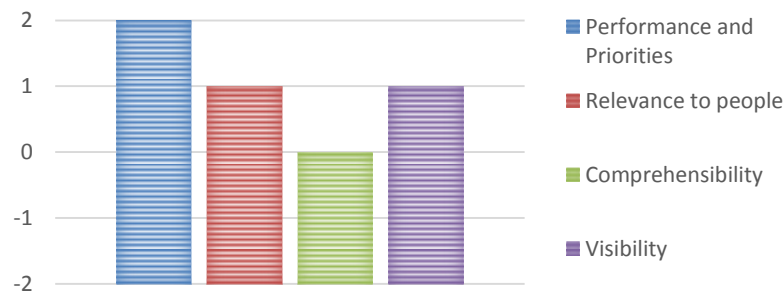
¹⁹ National Reforms Council Support Office, 2016

²⁰ National Reforms Council Support Office, 2016

²¹ Internews Ukraine, 2016

²² Interview with NGO representative.

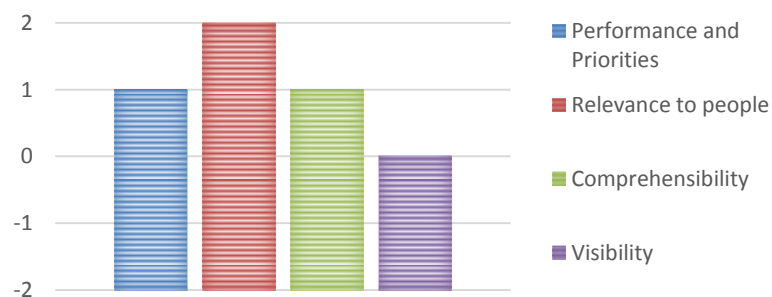
Figure 4. Scores for Public Procurement Reform.



The **Public Procurement Reform** has been among the top priorities of the GOU and donors (including USAID) over the last three years, and there have been clear successes from the reform's implementation (e.g. Prozorro public

procurement system, which gave 3.0% of GDP annual savings, as of 2016, and provided access to WTO procurement market which positively influence export promotion). This reform is also among the top reforms in terms of the amount of legislation introduced. The reform is not among the most relevant for the people, as they have problems with observing the real effects of this reform in their daily life (impact is indirect). There are both supporters and opponents of the reform. According to the opinion polls, there are some information needs about this reform. In particular, polls show that despite the low level of awareness on this reform (5.9 in 2016%), general public interest in the reform is also low (only 14% in 2016)²³. It is concluded that the progress in implementation of this reform is higher than the public awareness of the reform. One of the reasons behind this is that the topic of the reform is difficult to communicate to ordinary people, and it may not be so easy to attract attention to it, therefore media interest is moderate (22.5% in 2016²⁴). The previous campaign on Prozorro system was limited to only 5 cities. The social media campaign and videos with the slogan “Online system can stop CorruptMan” have aimed at raising public interest about the reform, however it will be difficult to further raise the awareness of the wider general public on this reform, again due to the low interest of the general public about the reform.

Figure 5. Scores for Law Enforcement Reform



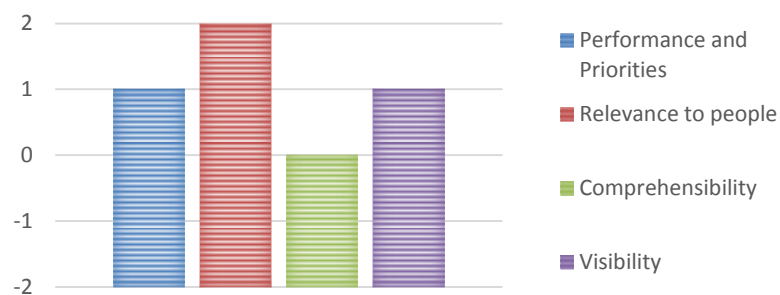
Law Enforcement Reform is among the GOU top strategic priorities. However, despite the significant number of achievements (among them, the establishment of a New Police being the biggest) there are a number of problems hampering

²³ Internews Ukraine, 2016; Ilko Kucheriv Democratic Initiatives Foundation, 2016

²⁴ Internews Ukraine, 2016

its successful implementation - e.g. lack of professionalism of new police employees, no changes in internal affairs system, which continues to have corruption problems.²⁵ Taking into account the critical level of trust of public authorities, the reform is of high relevance to the people (51.5% in 2016²⁶ of general population are aware of the reform). In addition, more than half of media representatives (51.3% in 2016²⁷) indicated interest in this reform, though there is limited information on how detailed and accurate this information is. Communication efforts were mainly focused on New Police and its cooperation with civil society. Other components of the reform received almost no communication coverage.

Figure 6. Scores for National Security and Defense Reform.



The **National Security and Defense Reform** is among the top GOU priorities but not the donors, there have been a number of achievements in the context of this reform concerning e.g. modernization, significant developments in the training of

the Ukrainian Army. Considering the specifics of the reform, it has not been covered by the donors' activities, with the exception of one small-scale project on how to communicate conflict related issues (e.g. OSCE project "Development of journalism with responsible approach for covering conflict 'related stories'). However, corruption in this sector remains an issue; also, the general public does not perceive that the pace of reform has increased when compared to public perception in 2015.²⁸ This reform has a high relevance to people and is very important for the well-being of people, taking into account the military conflict in the East. There has been moderate interest among the media (22.5% in 2016²⁹) and the public (11.1% in 2016³⁰) in the reform, as well as a moderate level of knowledge among the general public (31.9% in 2016³¹). There has been a number of different communication campaigns conducted on the subject to date, however these have generally covered topics related to the army (promoting joining the army, fighting against corruption in the army). Meanwhile, there is a need to communicate this reform in a way that people understand how it affects their everyday lives.³²

²⁵ Interview with USAID Implementing Partner.

²⁶ Ilko Kucheriv Democratic Initiatives Foundation, 2016

²⁷ Internews Ukraine, 2016

²⁸ Shymkiv D., Vynoslavskaya S., 2016

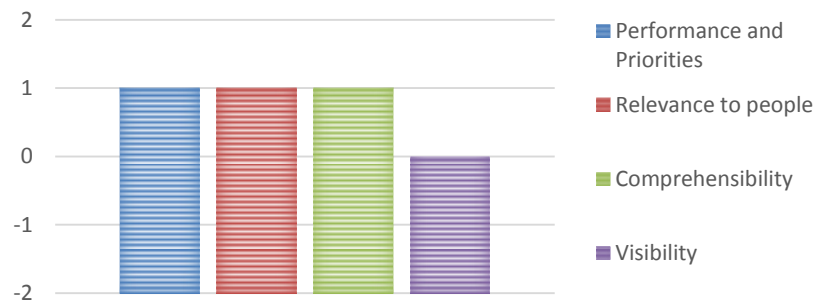
²⁹ Internews Ukraine, 2016

³⁰ Internews Ukraine, 2016

³¹ Ilko Kucheriv Democratic Initiatives Foundation, 2016

³² Interview with GOU.

Figure 7. Scores for Anti-Corruption Reform.



The **Anti-Corruption Reform** is a high priority among the government and the donors (especially EU and USAID). The GOU identifies this reform as one of the most needed for the economic development of

Ukraine.³³ The main successes related to this reform so far are connected with the establishment of a new system of anti-corruption agencies, namely the National Anticorruption Bureau of Ukraine (NABU) and the Specialized Anticorruption Prosecutor's Office (SAP). However, the progress on implementing reforms slowed down last year³⁴, and results achieved by the newly established bodies are considered scattered. The reform is perceived to be very important, but there is both a strong group of supporters as well as opponents of the reform efforts, with opponents being a broader group. This reform is among the top reforms of which Ukrainians are aware (53% in 2016³⁵ are aware of the reform). However, people do not really understand that the reform will positively change their reality, in part due to the fact that the personal involvement of citizens in anti-corruption reforms remains low³⁶. People are generally well informed about the reform (that it exists but not on particularities) but some information needs still exist (by about 17-20% of population). The majority of media outlets (71.9% in 2016³⁷) indicate an interest in this reform. There were several campaigns launched on this topic, especially covering the importance of corruption investigations and detention. There is a newly established platform "*DeCorruption*", which has developed a framework for communication of anti-corruption strategy for preventing and combating corruption, enhancing public interest in fighting corruption and for strengthening support for anti-corruption reforms in society. Despite the number of communications efforts, coordination of these efforts seems to be crucial as well as the limited capacity of the GOU to communicate the reform needs to be strengthened.

³³ Interview with GoU

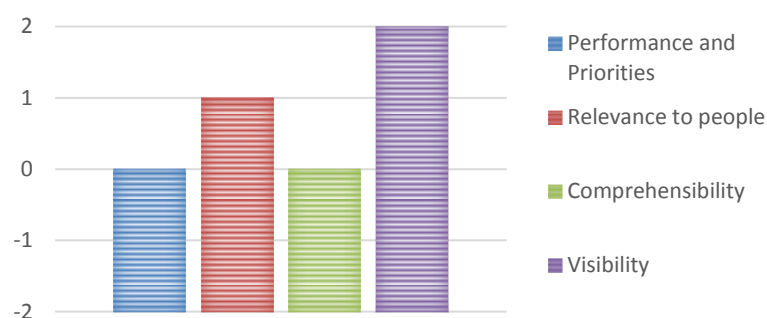
³⁴ "iMoRe №55 (February 20 – March 5, 2017). The National Bank pushed the index for reforms to +1 point", release, *VoxUkraine*, March, 2017, <http://imorevox.org/releases-pdf/>

³⁵ National Reforms Council Support Office, 2016

³⁶ Interview with USAID Implementing Partner

³⁷ Internews Ukraine, 2016

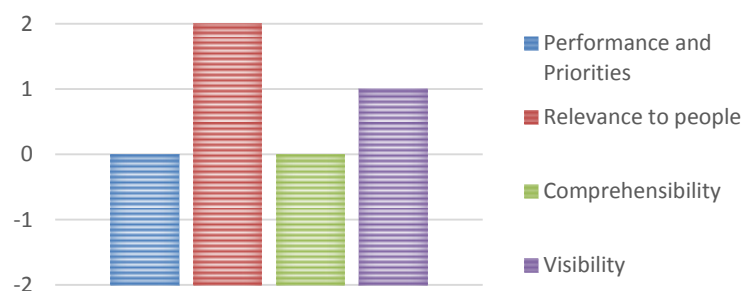
Figure 8. Scores for Tax Reform.



The **Tax Reform** is not on the current priority list of the GOU or donors. Moreover, the progress achieved so far mainly concerns legislation changes aimed to improve the investment climate in Ukraine which are not easily understood by the Ukrainian people and,

consequently, success stories are not clearly identified. The target group of the reform is far-reaching, however the Ukrainian people do not perceive tax reform to be important due to its complexity and the fact that it has not yet achieved results that benefit the general population of Ukraine. There is an interest in this reform among the media (51.7%³⁸), however there is low interest (14.2%³⁹) from the side of the society and slightly higher (21%⁴⁰) awareness about this reform among the people. Although a moderate number of people (27%⁴¹) saw active or gradual changes in the progress of reform, as of 2016. There has been no purposeful media campaign targeting the reform. Although several USAID projects cover the field of tax reform, there have been limited communication efforts covering this topic so far.

Figure 9. Scores for Public Administration Reform.



The **Public Administration Reform** is one of the GOU target reforms for 2017⁴², with the main achievements still to come. Successful implementation of the reform is highly dependent on the will of civil servants to participate in the reform⁴³. The target group

of the reforms includes the whole population, and the reform is regarded as highly important by 20.5%⁴⁴ of the population. People want to see high-quality, efficient, accessible and timely

³⁸ Internews Ukraine, 2016

³⁹ National Reforms Council Support Office, 2016

⁴⁰ National Reforms Council Support Office, 2016

⁴¹ National Reforms Council Support Office, 2016

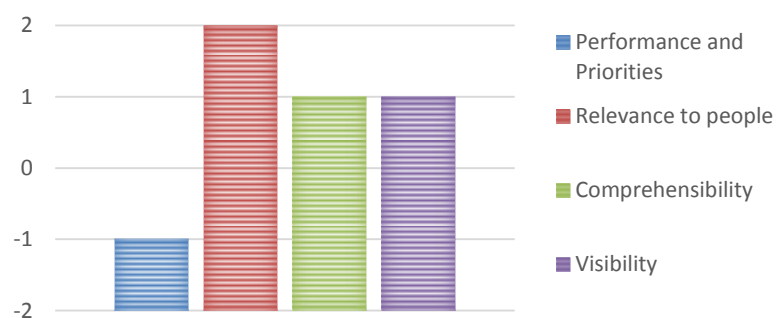
⁴² Interview with GOU

⁴³ Interview with NGO representative

⁴⁴ Internews Ukraine, 2016, Ilko Kucheriv Democratic Initiatives Foundation, 2016

provision of administrative services, as well as the elimination of corruption, which are still underway its achievement⁴⁵. Media (27% in 2016⁴⁶) and public opinion are moderately interested in the topic. There are some important information needs from public side - 14.2%⁴⁷ of the public pointed out that they want to know more about the reform in 2016. Some communication attempts have been made around this reform (e.g. outdoor advertising on billboards of announcement of open competition for senior positions within some government agencies; animation in subways about easier access to public services administration services), however there are still opportunities for strengthening these communication efforts.

Figure 10. Scores for Judicial Reform.



The **Judicial Reform** has not been identified as one of the current priorities of the GOU or donors. A number of results were achieved over the last two years (especially the formation of the Public Integrity Council (PIC), the approval of amendments to the Constitution

regarding the judiciary, the new Law “On Judiciary and Status of Judges” and the establishment of the New Supreme Court), however the continuation of a number of corruption cases in the judiciary, which have received wide coverage in the media, has negatively influenced the general public’s perception and trust in the reform. The public trust of judges reaches the critical 5–10%, which is lower than trust in the government, parliament, and any other public institution⁴⁸, which indicates that the reform is highly relevant. The public awareness of this reform is particularly low (7%⁴⁹ in 2016) and media interest is moderate (57%⁵⁰ in 2016). There were a few communication efforts especially the ones funded by international donors (e.g. USAID FAIR JUSTICE campaign), but still there is a number of messages to share.

Recommendations for five priority reform areas

Five reforms were classified as highly appropriate for a communication campaign (cumulative scores above 1 and below 2). These are Healthcare reform, Financial Sector Reform (including

⁴⁵ Interview with NGO representative

⁴⁶ Internews Ukraine, 2016

⁴⁷ Ilko Kucheriv Democratic Initiatives Foundation, 2016

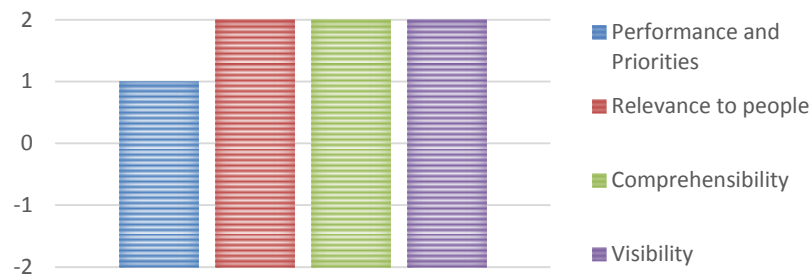
⁴⁸ Banchuk O., Bakhrushyn V., Butok V. and others, “Roadmap of Reforms for Ukraine (September 2016– December 2017)”, Reanimation Package of Reforms, Kyiv, 2016, <http://rpr.org.ua/wp-content/uploads/2016/09/RPR-Roadmap-of-Reforms-for-Ukraine.pdf>

⁴⁹ Ilko Kucheriv Democratic Initiatives Foundation, 2016

⁵⁰ Ilko Kucheriv Democratic Initiatives Foundation, 2016

pension reform), Energy Sector Reform, Agricultural Sector Reform and Decentralization Reform. The highest ranked reform area, **Healthcare Reform**, owes its top-marks to the very high relevance to people, comprehensibility and visibility needs of the reform, as well as a generally high score on the performance and priorities criterion (see fig. 14).

Figure 14. Scores for Healthcare Reform.



The **Healthcare Reform** is high on the priority list of the government, with key changes planned for the second half 2017, such as the introduction of medical insurance in Ukraine and an increase in the proportion of

primary care funding up to 40% of the total funds allocated for medicine to local communities.⁵¹ Moreover, it is also one of the most highly prioritized reforms among the donors.⁵² As of October 2016, healthcare was one of the top 5 reforms with the biggest influx of international money.⁵³ However, this reform is currently in its initial implementation phase, with the biggest changes planned to be implemented in the coming months – in particular, the implementation of the draft law “On state financial guarantees of medical services and medicines”, which aims at creating a new mechanism for financing medical services and medicines through the state budget and the solidarity health insurance. The guaranteed amount of medical services and medicines, the cost of which will be covered by insurance (fixed price by the legislation), is going to be described in the state guaranteed package. Within this package, the government will ensure full coverage of the cost of emergency services, palliative, primary care, and it will partially cover the cost of paid services in the secondary (specialized) and tertiary (highly specialized) levels for all citizens, irrespective of their status and earnings. As a result of the law, the National Health Service of Ukraine will be established, which will be the single national purchasing agency with the status of a central executive body.⁵⁴ These changes aim to improve the quality and affordability of medical services in Ukraine, which are of high relevance for all Ukrainian people. The necessity of the reform is understood by both patients and healthcare professionals given the extreme inefficiency of the current healthcare system, which is based on outdated infrastructure, low wages and residual, input (‘hospital beds’) based, financing that is not able to meet the quality requirements nor able to provide equal access for all citizens, including low-

⁵¹ Interview with GOU.

⁵² Interview with Donor

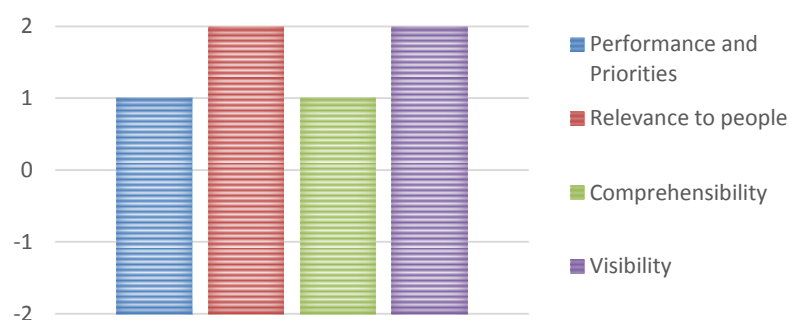
⁵³ Trehub O., Puhach M., ‘Chaotic Aid. How Ukraine gets international aid on reforms’, *Texty.org.ua*, November 9, 2016, http://texty.org.ua/pg/article/Oximets/read/72225/Haotychna_dopomoga_Khto_jak_i_dla_chogo

⁵⁴ Interview with GOU.

income citizens.⁵⁵ Moreover, the Healthcare Reform scores high with regard to the information needs of the campaign's target population, namely patients and medical workers. The general awareness of the population about this reform is moderate, with about 30% of the people indicating that they feel properly informed about the reform⁵⁶. The information needs among the local media account for 70% of those declaring that they need additional, more detailed and concrete information on the reform's objectives and recent progress⁵⁷. As for now, there have been no purposeful media campaigns launched concerning healthcare reform. The majority of recent communication efforts around health have concentrated on disease prevention or the promotion of immunization (e.g. campaign for safe pregnancy, Ukrainian Immunization Week, StopPolio campaign) and not on the promotion of Healthcare Reform as such, with a small exception of a short animation online developed with the support of USAID⁵⁸. The decentralization of healthcare was also one of the issues communicated during the communication efforts around the decentralization campaign⁵⁹. Taking into account the planned developments of the reform in the coming months, there is a high need for supporting the implementation of this reform with proper communication efforts declared by the GOU, which has limited capacities to launch it with their own resources.⁶⁰ Moreover, a number of communication messages were indicated by key stakeholders that need to be communicated around this reform.

The **Financial Sector Reform** scored the second highest among the 18 reforms due to its very high relevance to people and visibility needs, as well as its generally high scores on performance and priorities and comprehensibility.

Figure 15. Scores for Financial Sector Reform.



The Financial Sector Reform is one of the dynamically progressing reforms, with the exception of pension reform, which still needs to be implemented.⁶¹ At the same time, the reform is regarded as very important by the experts

⁵⁵ Banchuk O., Bakhrushyn V., Butok V. and others, 2016

⁵⁶ National Reforms Council Support Office, 2016; Ilko Kucheriv Democratic Initiatives Foundation, 2016

⁵⁷ Internews Ukraine, 2016

⁵⁸ <https://www.youtube.com/watch?v=JtVgOYeqmOc> (accessed on 28.03.2017).

⁵⁹ E.g. "Uniting communities - village in order. A good medicine" posters

<http://archive.voxukraine.org/wp-content/uploads/2016/08/%D0%BC1.jpg> (accessed on 28.03.2017)

⁶⁰ Interview with GOU.

⁶¹ Interviews with Donor, Implementing Partner and NGO.

and donors and has a direct impact on the whole population. The problems of the Ukrainian banking system, such as poor and selective crediting (focused on public sector clients, financial and industrial groups or “clients with good connections”), uncontrolled liberalization of bank licenses, which resulted in the emergence of pocket banks, and the closed nature of the financial market have impeded the development of the environment necessary for the emergency of local capital market.⁶² These are the challenges that not addressed and have indirect consequences for the economic growth of the country. People are more directly affected by the consequences of a necessary pension reform, which has been identified as one of the most necessary for the economic development of Ukraine.⁶³ Pension system reform is one of the reform areas in which the Ukrainians are the most interested.⁶⁴ In addition, the media are under-informed about the progress of this reform, with around 30% of local media representatives indicating their interest in the topic of financial sector reform.⁶⁵ So far, no purposeful campaign has been launched and at the same time, the communication activities around this reform are welcomed by the Ukrainian government, in particular as the new law is expected to be passed in a few months (May - June, 2017⁶⁶). The communication activities on pension reform that have been launched so far, including in particular those by the World Bank and the Ministry of Social Policy, were not effective in delivering all intended messages.⁶⁷ In particular, the specific elements of pension reform that still need to be communicated concern rights of employers and employees as well as the explanation as to why the pension reform is necessary and what the consequences will be if the reform is not implemented.

The **Energy Sector Reform** scored high with regard to its performance and priorities, its relevance to the people and its visibility needs, and it scored very high with regard to its comprehensibility. The GOU identifies this reform as one of the most necessary reform areas for the economic development of Ukraine.⁶⁸ Although the reform is high on the priority agenda of the government and of donors, progress has been slow (at the end of 2015 this reform belonged to the “risk zone” in terms of its implementation).⁶⁹ Also, challenges with regard to dependence on coal from occupied areas as well as limited public understanding of market prices⁷⁰ still exist. The latter could, however, be addressed with a broader communication campaign.

⁶² Banchuk O., Bakhrushyn V., Butok V. and others, 2016

⁶³ Interview with GOU

⁶⁴ Internews Ukraine, 2016, Ilko Kucheriv Democratic Initiatives Foundation, 2016

⁶⁵ Internews Ukraine, 2016

⁶⁶ Interview with USAID implementing partners.

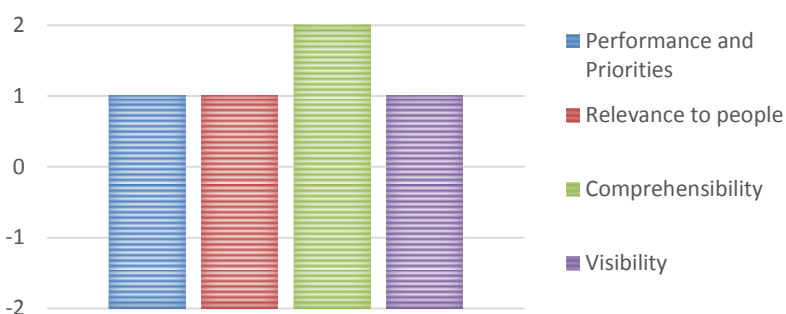
⁶⁷ Interview with USAID implementing partners.

⁶⁸ Interview with GOU

⁶⁹ Banchuk O., Bakhrushyn V., Butok V. and others, 2016

⁷⁰ Interview with USAID Implementing Partner.

Figure 16. Scores for Energy Sector Reform.



The key successes of the Energy Sector Reform to date concern the rapidly decreasing import of Russian gas to Ukraine – from 92% in 2013 and 74% in 2014 to 37% in 2015 and 0% in 2016. Moreover, the gap between the

prices for industrial and domestic consumers is nearly closed, with the final introduction of market prices planned by April 1, 2017⁷¹. The Energy Sector Reform is highly relevant to the general population, who are consumers of energy and heat, however the population has so far mainly experienced the negative effects of the reform. In particular, rising prices and tariffs for gas and electricity⁷² and the need for promoting more far-reaching consequences of the reform as well as promotion of energy-saving attitudes among the population remains important as well as could help in successful reform implementation. The Energy Sector Reform is highly interesting for the general public and for the media, and high information needs persist on their side, being recently even greater with the decrease of the reform's awareness – from 23% in 2015 up to only 19% in 2016⁷³. Moreover, energy is often subject to political manipulation and populism⁷⁴, what from one side is a challenge that the communication campaign has to face, from the other side – this is another reason why the communication campaign addressing any misleading beliefs needs to be implemented. The Energy Sector Reform has received high marks on the 'visibility' criteria, because despite a few communication efforts (e.g. USAID-funded project on Municipal Energy Reform - MERP "Keep Energy – keep Ukraine"⁷⁵, GOU campaigns) there are still information gaps as well as messages that need to be communicated around this campaign. Moreover, the energy prices and market functioning are complex issues that are not easily understood by the general public. The need to communicate the reform in simple but not oversimplified terms has still not been achieved. Moreover, a number of messages should still be communicated as presented in Section 5.

⁷¹ Bilan Olena, "Reforms Progress and the Forward" (presentation for the 78th East Jour Fix of the ONB and WiiW "Ukraine-Progress of Reforms and Challenges Ahead"), VoxUkraine, Vienna, February, 26, 2016, http://imorevox.org/wordpress/wp-content/uploads/2016/03/ukraine_reformprogress_2016_02_26.pdf

⁷² Interview with NGO representative.

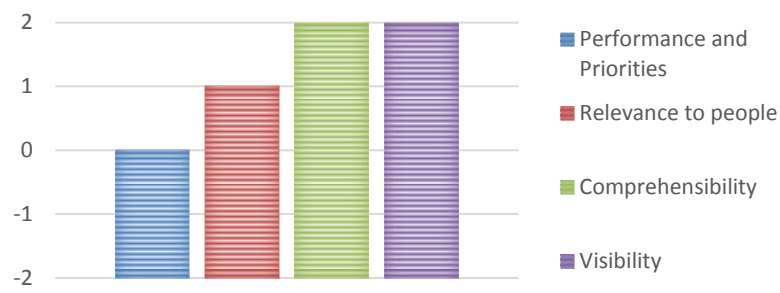
⁷³ Shymkiv D., Vynoslavskaya S., 2016

⁷⁴ Interview with NGO representatives.

⁷⁵ http://www.merp.org.ua/index.php?option=com_content&view=article&id=87&Itemid=966&lang=uk (accessed on 28.03.2017).

The **Agricultural Sector Reform** received very high scores with regard to its visibility and its comprehensibility needs, and high scores for its relevance to people and moderate scores on the performance and priorities criterion. The Agricultural Sector Reform is among the priorities of Ukrainian government; however it lacks any successes that could be easily communicated in the communication campaign⁷⁶.

Figure 17. Scores for Agricultural Sector Reform.



The timeline for the implementation of reforms is extended up to 2020. Moreover, the moratorium on land sales was again pro-longed despite the reform's objectives. It is not clear if the reform will meet serious challenges in the

coming months – in 2017 the most critical tasks around this reform are planned and there is a risk that the adoption of the law on the turnover of agricultural lands to unblock the land market in Ukraine will meet very strong internal opposition that may block the implementation of the reform⁷⁷. The Agricultural Sector Reform is particularly important for the well-being of people, but not all of the reforms' beneficiaries are convinced about it. Whereas a number of small family farms and small and medium-sized farms would like to see land reform progress, some of them are afraid that they will not have sufficient money to purchase land when the market is open (small farmers) or might lose the ability to farm large fields once people start selling their land (larger farmers). At the same time, the awareness of the reform is particularly low, with only 10% of general population being aware of it⁷⁸. The general lack of understanding and trust in land reform among the rural population, which is based on numerous myths and stereotypes that have built up over the last 25 years of inconsistent and controversial attempts to implement land reforms in Ukraine, is one of the major hindrances to Ukraine's land reform⁷⁹. The information needs around this reform are therefore particularly high, as well as the general media interest in the topic. Similarly, there is a clear added value of any new communication campaign over the land reform topic given that so far no purposeful communication campaign was launched on this topic. There are a number of small successes that could be communicated within such a campaign, including e.g. the fact that StateGeoCadastre has recently improved the way how the land survey documents are approved (they made the approval anonymous with electronic distribution of tasks).

⁷⁶ Interview with USAID implementing partners.

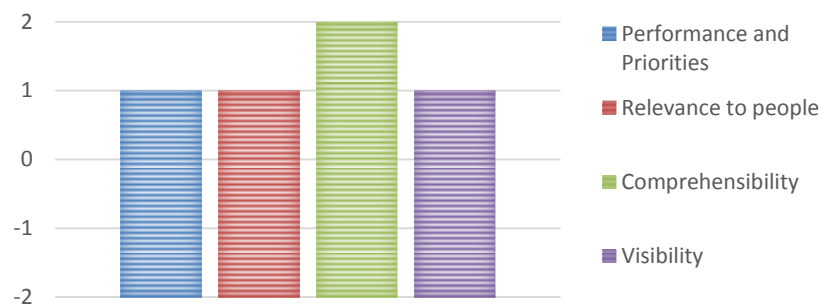
⁷⁷ Interviews with USAID Implementing Partners and other Donors.

⁷⁸ Shymkiv D., Vynoslavska S., 2016

⁷⁹ Interview with USAID implementing partners.

Finally, one of the highest ranked reforms requiring more communication efforts is **Decentralization Reform**, which was assessed highly for performance and priorities, relevance to people and visibility needs, as well as very high for comprehensibility needs.

Figure 11. Scores for Decentralization Reform.



Decentralization Reform is aimed to overcome such challenges as: dependence of regions on the center, infrastructural and financial weakness of communities, degradation of rural territories, high level of

governmental grant provision to communities, little investment in attractiveness of territories and assumes both fiscal and power decentralization simultaneously. The reform has a list of recognizable achievements behind it including the significant increase of local budget resources, but the major obstacle for further decentralization lies in the weakened political will to continue this process. This is evidenced, for example, by the rejection on December 7, 2016 of an important Draft Law No 4676, as well as ignorance by the Parliament of other decentralization bills in the course of the last year. Decentralization reform repeatedly falls victim to populist political forces in the Ukrainian Parliament which blame it for ‘killing the village’, and remains a low priority on the President’s reforms agenda. The Decentralization Reform is targeting a whole population, although people could have problems with observing the effects of the reforms in the short term. Generally, the majority of the population who are aware of the reform supports the decentralization process, with some opposition being formed by central and local authorities afraid of status quo change and loose of their power⁸⁰. The recent decrease of awareness of this reform from 52% in 2015 to 30% in 2016⁸¹ indicates existing information needs that should be addressed. Similarly, information needs are also expressed by media – with almost 63% expressing a will to be better informed about the reform’s progress⁸². Finally, despite the previous communication efforts around this campaign (e.g. ‘Successful community’⁸³, ‘DESPRO’⁸⁴, ‘Uniting communities - village in order. A good medicine’⁸⁵), some

⁸⁰ Ilko Kucheriv Democratic Initiatives Foundation, *Decentralization: results, challenges and prospects*, December 12, 2016,

<http://dif.org.ua/article/detsentralizatsiya-rezultati-vikliki-i-perspektivi>

⁸¹ Shymkiv D., Vynoslavskaya S., 2016

⁸² Internews Ukraine, 2016

⁸³ <http://inrespublica.org.ua/vseukrayinska-kampaniya-uspishna-gromada/> (accessed on 29.03.2017).

⁸⁴ <https://www.youtube.com/watch?v=WWL-ReKrNCE> (accessed on 29.03.2017).

⁸⁵ <http://archive.voxukraine.org/wp-content/uploads/2016/08/%D0%BC1.jpg> (accessed on 29.03.2017).

communication gaps are still in place. In particular, there is a need to better communicate the impact of decentralization in education and healthcare⁸⁶.

Of the top 5 ranked reforms, it is recommended to launch communication campaigns for the following two reforms: Healthcare Sector Reform and Energy Sector Reform. As the overall assessment of the top 5 ranked reforms was very similar – all 5 are highly relevant to people and high on the priority agenda of reform actors; at the same time the Ukrainian people do not have sufficient information about their respective foundations and progress – the key messages that need to be communicated to the people according to reform experts and key stakeholders were analyzed for each of the 5 reform areas (see Section 5). It was concluded that the key messages for Financial Sector Reform should focus on the pension element, as the general public have problems to understand the need and thus to grant support to this particular element of the reform. However, the recent progress on the implementation of the pension element of Financial Sector Reform has not been satisfactory, as well as the progress expected in the next few months when the communication campaigns are going to be launched. At the same time, Healthcare Reform is expected to gain momentum at the time of the campaign's launch, which will have a positive reinforcing effect on the campaign's effectiveness, and vice versa. Similarly, the progress on Energy Sector Reform is in line with the timeline of communication activities. The reform has already had some tangible achievements that could be communicated to the public. Moreover, encouraging energy-efficient behaviors within individual households is crucial for the reforms success.

⁸⁶ Interview with USAID Implementing Partners.

V. DRAFT CAMPAIGN ELEMENTS⁸⁷

The overall goal of the campaigns is to enhance public support in Ukraine for the reform process and, more specifically, to provide Ukraine's citizens with a better understanding of particular reforms that are being implemented by the Government of Ukraine. The campaigns also aim to demonstrate how these reforms will improve Ukrainian citizens' lives and make their every-day routines easier.

In order for communications campaigns to reach campaigns' goals and achieve required results, a set of important conclusions out of the Assessment, listed below, were taken into account for the identification of the key audiences, as well as overall design of communications campaigns:

- public awareness of the progress on reforms, as well as their benefits to citizens, varies from moderate to low, despite the number of the communications efforts by donors and the Government of Ukraine;
- not all of the reforms seem to be of an interest to the general public, either because they do not directly influence the Ukrainians' daily lives, or because some of the results that have been achieved in certain reforms remain at policy and legislation stage and are not well and/or clearly communicated to the general public;
- there is also a number of reforms with a considerable amount of communications efforts, which have already been in place either by the means of communications components of the large scale technical assistance projects funded by donors, or communications efforts of the line ministries. Despite this fact, public awareness about these reforms and their support of reforms' implementation remain low mainly due to the lack of coordination and synergy between these efforts, as well as the complexity of the messages communicated, which are not easy to understand to the general public.

These conclusions were taken into account to build a strategic approach to communications campaigns, which will be used during design and implementation of all of the campaign activities. The main key principles for the communications campaigns are:

- Using simple messages explaining the key steps of reform implementation, its expected results and realistic timeframe of its positive outcome on people's lives is crucial factor for campaigns' effectiveness;
- Using success stories, as an example of positive change that reforms brings, will enhance public support of reform implementation;

⁸⁷ Campaigns chosen for implementation (including identified key messages, audiences, and platforms) presented in this Section will be revised and finalized based on additional discussions with stakeholders and USAID.

- Maximizing the coordination and synergy with other communications efforts is absolutely necessary to reach the highest effectiveness of campaigns, as well as sustainability of their results.

Identification of key audiences

An overall goal of the campaign will be to increase Ukrainian public support for the reform process and, more specifically, to help Ukrainian citizens better understand the reforms that the Government of Ukraine is undertaking; as well how these reforms will improve their lives. As the results of the assessment show, public awareness of the progress on reforms, as well as their benefits to citizens, varies from moderate to low, despite the number of the communications efforts by international donors and the Government of Ukraine. In addition, not all of the reforms seem to be of interest to the general public, either because they do not directly influence the Ukrainians' daily lives, or because some of the results that have been achieved from certain reforms remain at the policy and legislation stage (education reform, public administration reform, tax reform, constitutional reform) and are not well and/or clearly communicated to the general public. As a result, such achievements are not considered to be significant for the vast majority of Ukrainians. Considering the overall goal of the campaign, and taking into account the findings from the Assessment as presented above, it is highly important to run a large-scale awareness campaign, which should target the **Ukrainian people at large**, including the widest variety of population segments – men, women, youth, elderly, entrepreneurs, IDPs, urban and rural population, LGBTI communities, people with disabilities.

In addition to the general public, specific target audiences (TA) comprising the groups of people affected by the implementation of particular reforms (potential supporters and opponents) could be potentially targeted by other communication projects and programs in order to ensure a narrowly targeted, ultra-strategic approach. **Specific target audience of Financial Sector Reform (in particular pension component) may comprise the most vulnerable population groups such as:** unemployed pensioners, disabled persons, war veterans, combatants, military personnel and members of their families, persons receiving state social assistance for care of war veterans, persons receiving pensions for special merits to Ukraine and state employees, whose pensions might be canceled. **Specific target audience of Agricultural Sector Reform may comprise** owners of land plots (land shares), heads of agricultural enterprises (private and public), owners and heads of farms. **Specific target audience of Decentralization Reform may comprise** residents of small towns, urban-type settlements, villages, representatives of communities, regional government representatives.

Though all of the activities of the energy and health reforms campaigns will target the **Ukrainian people at large**, the analysis of the focus groups has also showed that there are some specific groups that have different attitudes and informational needs with regard to the respective reforms. Therefore, these groups should be targeted more broadly by specific

communications platforms and channels. For the Healthcare Reform, these groups include **‘average patients’ (i.e. the general population), elderly patients, people with elderly parents, parents of young children, and journalists.**

The analysis of the specific target groups, their attitudes towards healthcare reform, information needs, and identified preferred communications platforms and channels are presented below:

Target Audience	Who are they?	What is their attitude towards the reform?	What are their informational needs?	Preferred communications platforms and channels
GENERAL POPULATION: ‘average patients’	<p>All people who receive medical services (occasionally or due to chronic disease).</p> <p>The current strategy of obtaining quality medical services is to establish a personal relationship with a recommended/ trusted doctor.</p> <p>They view incentives as necessary payment for quality medical services.</p>	<p>Attitudes vary from negative to indifference.</p> <p>They do not trust that Healthcare Reform will make a difference.</p> <p>They are aware of some changes, though not certain about the essence of these changes, nor aware of the reform’s goal. The overall expectation concerning the quality of services in the sector is determined by an image of ‘European standards’ (comfortable facilities, effective treatment). They are not at all sure that the reform aims to satisfy this need.</p>	<p>What is the overall idea and goal of the reform? When, exactly, can improvements be expected to materialize?</p> <p>What is a family doctor? In what way a doctor is better than a therapist?</p> <p>Why it is good to choose a family doctor? How does one choose a family doctor?</p>	<p>TV</p> <p>Radio</p> <p>Printed and online press</p>

Target Audience	Who are they?	What is their attitude towards the reform?	What are their informational needs?	Preferred communications platforms and channels
Elderly patients	<p>Aged 50+</p> <p>Have age-related/ chronic deceases</p> <p>Attend facilities more frequently</p> <p>Pensioners, less well-off</p> <p>Use ineffective drugs if they are recommended by peers, pharmacists or are cheaper</p>	<p>Attitudes to the healthcare system, as well as current changes are mostly negative, emotionally loaded.</p> <p>Their perception is heavily influenced by doctors' views of reform, which are generally negative.</p>	<p>There is a strong concern about closing facilities: the expected effect is that people will not be able to obtain medical services where they live.</p> <p>Role, tasks and qualification of family doctors regarding this TA needs/</p>	<p>TV</p> <p>Printed and online press</p>
People with elderly parents	<p>Core: aged 30-45</p> <p>Attend facilities less frequently</p> <p>Working, more financially well-off</p>	<p>Moderately negative to neutral attitudes.</p> <p>Their opinion about the current state of healthcare is indirectly influenced by their parents.</p> <p>Experts assumed that this TA could transmit more rational messages to their parents. This TA was also seen as the one that would / will allow reform to take some time before delivering results.</p>	<p>How the reform will lead to high quality medical services at all levels of health care system/ network.</p>	<p>TV</p> <p>Radio</p> <p>On-line press</p> <p>Social and online media</p>

Target Audience	Who are they?	What is their attitude towards the reform?	What are their informational needs?	Preferred communications platforms and channels
Parents of young children	Core: aged up to 30 Medical needs are primarily kid-related (pediatric services, vaccinations.	Moderately negative to neutral attitudes. Do not fully trust family doctors to be qualified to treat kids.	Role, tasks and qualification of family doctors regarding this TA needs.	Social and online media On-line press TV Radio
Journalists		Attitudes vary.	Interested in the goals of reform (experts' suggestions: high quality of services, a guaranteed set of free services, transparency of the payments), news and understanding of pros and cons of current processes.	Press-office Training

As for the Energy Sector Reform, experts define several audiences that have different attitudes towards the reform as well as their informational needs, which can be targeted more broadly by specific communications platforms and channels: **‘average consumers’, ‘middle-class consumers’, opinion leaders**⁸⁸.

⁸⁸ Such TA as **State officials of the sector, Municipal/ local authorities, Service providers** were mentioned as influential players, which may be targeted TA of reform communication though not by current campaign.

Target Audience	Who are they?	What is their attitude towards the reform?	What are their informational needs?	Preferred communications platforms and channels
GENERAL POPULATION: ‘average consumers’	<p>‘All people, who pay bills’</p> <p>Mostly elderly</p> <p>Poorer people</p> <p>TA for populist appeal on ‘unfair tariffs’</p>	<p>Attitudes are mostly negative.</p> <p>They are aware of the changes in the sector mostly because of the evident and drastic changes in tariffs. They cannot see how reforms will improve their life.</p> <p>Some of them use subsidies, namely ‘warm loans’, which might soften an attitude.</p>	<p>Most pressing current need: knowing how to cut costs on energy-related services.</p> <p>General goal of the reform and prospective milestones, but most importantly, what their personal, short-term benefits are⁸⁹.</p> <p>May be inspired and motivated to act following the example of neighbors and/or success stories.</p>	<p>TV</p> <p>Radio</p> <p>Social and online media</p> <p>Press</p>

⁸⁹ Participants of the focus groups have emphasized that it is important to communicate reasons and middle- and long-term goals for the Energy Sector reform, especially targeting younger people (not in current campaign but in further communication projects): creating competitive energy market in several years, which allow consumer to get ‘fair prices’ and quality services; eliminating corruption in the sector, which means state budget funds will be spent to satisfy other needs of society (building roads, infrastructure development etc.).

Target Audience	Who are they?	What is their attitude towards the reform?	What are their informational needs?	Preferred communications platforms and channels
‘middle-class’ consumers	<p>Smaller part of the population</p> <p>More financially well-off</p> <p>May be more active citizens</p>	<p>Neutral to supportive attitudes.</p> <p>They accept the reform as necessary, and expect long-term positive effects.</p> <p>They are less stressed by bills.</p> <p>They can afford energy-efficient technologies in their household, though they may have used state support to modernize it by installing the energy-efficient technologies (individually or through HOA).</p>	<p>Goals and terms of reform.</p> <p>Information on alternative sources of energy.</p> <p>Small-business-opportunities in the energy sector.</p> <p>News on the reform progress, success stories.</p>	<p>Social and online media</p> <p>Online press</p>

Target Audience	Who are they?	What is their attitude towards the reform?	What are their informational needs?	Preferred communications platforms and channels
Opinion leaders	Journalists Experts NGOs Activists	Journalists and experts have varying views (depending on the political players they tend to support). Activists and NGOs have more positive views (as the reform fights against corruption in the sector).	Goals and terms of reform. News on the reform progress, success stories. Economic and environmental effects. Reform background: examples and models from other countries used for its development. Complexity: non-tariff related aspects of reform, positions and strategy of sector players, mutual influence.	Social and online media Trainings Press-office

Draft list of key message areas per selected reform tailored to specific audiences

Campaign will focus on communicating reforms through carefully targeted, impactful, key messages. Messaging plays a key role in the foundation of any well-built communications strategy. Our messaging will be consistent (with common narrative), compelling (encourages action), credible (believable by the target audience), different (youth alone), defensible (capable of withstanding challenge).

Taking into account the above-mentioned factors and the overall objective of the campaign, we define the following sample key messages for the selected reform campaigns.

Draft key message areas for Healthcare Reform:

1) *A family doctor is the first contact point for a patient.*

Slogan: A family doctor is your own personal doctor!

This message aims at explaining the scheme of a ‘family doctor’ to the people that is planned to be introduced within the reform. The people are supposed to understand that the patient’s initial acceptance after the reform will begin with a family doctor.

2) *Public expenditures aim to serve a patient, not a medical institution.*

Slogan: Payment for a patient – not for the walls of a medical institution!

This message aims to communicate the core change in the proposed healthcare system reform regarding the medical services financing scheme - “money will follow a patient, not a medical institution”. As several legislative steps still have to be undertaken by the Parliament of Ukraine in order to implement the new healthcare financing system, this message should be communicated when the scheme is at a more advanced stage of implementation.

3) *Reorganization of medical institutions in the regions will not make the access to doctors more difficult for patients.*

Slogan: Up-to-date clinic - to every region!

This message aims to explain that the reorganization of the healthcare system at the regional level will not result in the closure of hospitals and clinics (which is a concern of the people) and will not make access to doctors more difficult for the citizens. On the contrary, the reform aims to increase the cost-efficiency of the system and better adjust the placement of medical facilities to the local needs of the people.

4) *Electronic cards facilitate access to medical care regardless of where you live.*

Slogan: Medical aid that is always with you, wherever you are!

The message explains to the people the introduction of the electronic cards and its benefits (access to medical care and services regardless of registration).

5) *Medicines will be affordable to certain patients thanks to the state reimbursement program “Affordable Medicines”.*

Slogan: Be healthy – pay less!

The message will communicate a new state program on the reimbursement for the medicinal products prescribed by a doctor for treatment of cardiovascular diseases, bronchial asthma and type II diabetes. A number of medicinal products will be free of charge or provided at the minimum patient’s contribution.

After a series of consultations with experts and officials from the Government of Ukraine (and in particular, Ministry of Health) and USAID, as well as participants to the focus groups, it is recommended that the campaign for the Healthcare Reform covers two sample messages: ***Reorganization of medical institutions in the regions will not make access to doctors more difficult for patients*** and ***Medicines will be affordable to certain patients thanks to the state reimbursement program.***

Draft key message areas for Energy Sector Reform:

1) *If you save energy at home, your bills will be lower.*

Slogan: Live warm – pay less!

The message aims at encouraging individual energy consumers to adopt energy-saving behaviors by showing people in concrete terms what they can do to pay lower energy bills.

2) *HOA can apply for state loans for energy efficient modernization of buildings.*

Slogan: The State may pay for your energy efficient modernization!

The message communicates to the people that home-owners (so called HOAs) could apply for state loans for energy efficient modernization of buildings.

3) *Less well-off citizens can apply for energy subsidies.*

Slogan: Live warm – pay less!

The message communicates the system of state subsidies for energy expenses for the poorest citizens in Ukraine.

4) *Thanks to transparent tariffs, everyone could control their energy use.*

Slogan: Control what you pay!

The message aims to explain the benefits of transparent tariffs, namely that the consumer may control how much energy he/she uses.

5) *Energy market transformation based on a/the European model will bring more benefits to all Ukrainians.*

Slogan: Closer to Europe with energy market transformation!

The message explains the need for market transformation (e.g. electricity market, gas supply, etc.), including the role played by reforms leaders such as Naftogaz.

6) *Diversification of gas supplies will lead to increased energy security of Ukraine.*

Slogan: The warmth of our homes will not kill our warriors!

The message will focus on showing the benefits from the diversification of Ukraine's gas supplies and increasing independence from the Russian gas supply.

After a series of consultations with energy officers from the USAID mission, USAID funded projects, the Government of Ukraine, local think-tanks, as well as the results of the focus groups, it is recommended to focus the campaign on the production of explanatory communication activities covering the topic of the ***ways for making the payments for the energy cheaper for ordinary consumers***. The campaign may also disseminate messages regarding the ***success stories of applying energy efficient modernization by home-owner associations (so called HOAs) in the regions of Ukraine***.⁹⁰ Campaign on energy sector reform aim to enhance and complement the on-going communication efforts within the context of USAID energy related

⁹⁰ Campaigns chosen for implementation (including identified key messages, audiences, and platforms) presented in this Section will be revised and finalized based on additional discussions with stakeholders and USAID.

projects (e.g. USAID MERP project) by maintaining close coordination with implementing partners of these projects.

Draft key message areas for Financial Sector Reform (particularly pension component):

1) *New pension scheme is more beneficial for all.*

Slogan: Make more during your life!

The message will aim at explaining the benefits of a new pension scheme, which is based on a) the reduction of the amount of pensions to working pensioners, and b) a gradual increase in the preferential retirement age

2) *Everybody should save for retirement from a young age.*

Slogan: While it is fine weather, mend your sail!

The message aims at explaining the principle of accumulation of pensions from an early age - the introduction of additional taxes for the working population on the accumulative scheme.

3) *Privileged pensions will be reduced.*

Slogan: Honest work, honest pension. Fairness for everybody!

The message aims at communicating the cancellation of special types of pensions to civil servants, judges, prosecutors and deputies.

Draft key message areas for Agriculture Reform:

1) *Ownership for the land will be secured for you, not for the government.*

Slogan: A master of yourself, your property – your freedom of decision!

The message aims at explaining the principle that a person becomes the only real land owner when he or she is able to sell the land.

2) *Minimum prices for the land sale protects people from unfair practices.*

Slogan: Prices will protect you from being robbed!

The message aims at explaining a reform aspect that establishes a minimum price for a land sale.

3) *More authority to the owners of the land and increase of the workers in farms will provide more opportunities for farm development.*

Slogan: Land with a master will feed better!

The message aims at explaining the advantages of the reform for the agricultural market development - there is the inflow of money to the land, the extension of lease rights, which, in practice, means small farms development due to increased number of workers.

4) *More opportunities for exporting agricultural products will be provided.*

Slogan: We will feed ourselves, we will feed the world!

The message aims at explaining the possibility for local agricultural products to enter foreign markets.

5) *Adaptation of Ukrainian agricultural products to international standards will benefit Ukrainian consumers.*

Slogan: Our products, European standards!

The message aims at explaining the procedure for adapting Ukrainian agricultural products to international standards, and the resulting benefits for Ukrainian consumers.

Draft key message areas for Decentralization Reform

- 1) ***Decentralization of the healthcare institutions in accordance with administrative-territorial structure will result in their modernization and increased effectiveness.***

Slogan: Modern hospitals to every region!

The message aims at explaining different levels of healthcare according to the administrative-territorial structure: in the villages - ambulances, in the cities of regional importance - hospitals, in the cities with over one million citizens - highly specialized medical centers);

- 2) ***Decentralization of the education institutions in accordance with administrative-territorial structure will result in their modernization and increased effectiveness.***

Slogan: Modern schools – to every region!

The message aims at explaining the possibility of establishment a primary school (grades 1-4) in each settlement, and middle school and high school based on the "hub schools" with quality education - in the settlements of urban type.

- 3) ***Amalgamated communities provide you with authority and freedoms which are beneficial to your community, you and your family.***

Slogan: You are a master of yourself!

The message aims at explaining the structure of authorities and freedoms in newly established amalgamated communities and their benefits.

Draft list of platforms/vectors to deliver communications messages for each selected reform and audience

The key draft messages of the selected reforms should reach the aforementioned target audiences through the most used, common and trust worthy channels that are already used by these groups for receiving information. Taking into account the results of a media consumption surveys, socio-demographic trends and the findings of our Assessment, key messages on the selected reforms will be disseminated mainly through the following channels: TV, radio, online media, social media, print media. Taking into account the scale and strategic importance of the campaigns, an integrated communications approach will be applied: TV and radio campaigns on nationwide and regional channels, digital campaigns on several platforms, workshops for national and regional media, dissemination of campaign gadgets.



The **Media campaign** will be used as an effective tool for image communication, as it is traditionally an effective method for forming the desired image and the corresponding dominant opinion. National media will be used to build wide coverage amongst representatives of general population, meanwhile

regional media; both press and television will target the rural population. For a maximum impact, and in order to optimize the budget, we will build partnerships with key media outlets and relevant stakeholders involved in reforms communications and ensure smooth and coordinated cooperation. This approach will help to build coherency and media interest in the topic over the long run.

The campaign will be monitored during its whole duration to ensure high cost-effectiveness of this activity and fulfilment of the campaign's objective.

Media formats for communication

- **TV and radio broadcasting** will comprise of public service broadcasts - 30-seconds TV- and radio-announcements, as well as expert panels during morning TV talk shows. The information on the progress of reforms will be presented in a non-political context, emphasizing the importance of the reform in general, its major steps and milestones, as well as the benefits from the specific reform in particular.

Duration: Nationwide TV: 7 emissions a day, 1,5 months, 3 channels; Regional TV: 10 emissions a day, 1,5 months, 20 channels, Radio: 2 FM stations (coverage nationwide and regional), 12 emissions a day, 1,5 months.

- **Expert panels during morning TV talk shows.** There will be a series of auditions or interviews with with key stakeholders that will be able to inform about reform process (journalists, representatives of the leading NGOs and think tanks, international experts). Experts will disseminate the key messages of the reforms which of an interest to the Ukrainian population – having an impact on their daily lives.



This communication format of expert panels will mostly target general public, filled with "live", interesting and diverse information, which would represent the core of reform efforts in pithy and attractive ways. This will also ensure that campaigns messages will be communicated in a more practical context (why the reform is important and how an average citizen might be engaged and benefit from reform process). At least 3 expert panels will be broadcasted on nationwide TV channels throughout the duration of campaigns.

List of media platforms

Dissemination of campaign messages to the general public in all selected campaigns will be done through the most widespread media platforms, among them: *Nationwide TV*: 5 Channel, UA:PERSHYI; 24 channel; *Regional TV*: ATN (Kharkiv), Dytynech (Chernigiv), Vikka (Cherkasy), Pervyi gorodskoi (Odesa), 34 Channel (Dnipro), Ltava (Poltava), S-Plus (Kramatorsk), LOT (Severodoneck), TV-5 (Zaporizhzhia), TRK Mykolaiv (Mykolaiv), Kherson Plus (Kherson), ZIK (Lviv), 33 channel (Khmelnitskyi), TRK Chernivci (Chernivci), SK-1 (Zhytomyr), Vintera (Vinnitsa), Vidikon (Sumy), TRK RAI (Ivano-Frankivsk), TV-4 (Ternopil), Rivne-1 (Rivne); *Nationwide radio*: Hit FM, Radio Maksym; *Social media*: Facebook, Instagram (optional); *Print*: Vremya (Kharkiv), Misto (Vinnitsa), 20 hvylyn (Zhytomyr), Zoria Poltavshchyny (Poltava), Vgoru (Kherson), RIO (Uzhgorod), Nikolaevskie izvestiia (Mykolaiv), MIG (Zaporizhzhia), Donetskies novosti (Kramatorsk); *Online media*: Sait novyn 24 <http://24tv.ua/>, UNIAN <https://www.unian.net/>, pravda.com.ua, nv.ua.

Additionally, specific target audiences of selected reforms will be targeted through specialized platforms.

- **Materials for print** will include layout production and placement of comic strips, press-releases. Print media are considered as the most important local information source for dwellers of oblasts' and rayons, taking into account that not all regional TV channels have a strong/sufficient coverage throughout the rayons. Therefore the local newspapers are the major source of information for dwellers of regions and have a well-established distribution network in all of the oblast's rayons. Half-page articles/press releases/comic strips containing information on two to three selected reforms will be produced and published in over 20 regional printed press throughout the duration of the campaign.



Digital campaign

- **On social media**

Facebook will be the main channels for gathering and attract the opinion makers' attention on social media throughout campaigns' implementation. It will allow us to have more personal contact with the recipients of campaigns and to moderate the interactions between them. Social media feeds will include both original content as well as re-posts of relevant content, such as comic strips and detailed infographic materials. Also, social media will be used for communication and monitoring of journalists' activities and their feedback on campaigns. Taking into account that social media users often spend only a limited amount of time consuming such (news) content, it is important that the content is interesting and that messages consistently hold the attention of users.

Content for the social media will include:

- discussions of opinion leaders on reform progress, importance and benefits to the public;
- viral materials (collages, videos, comic strips, infographics);
- online contests through www.random.org.

Duration: 2.5 months with at least 1 daily update combining paid and organic content.

Channels: Facebook, Instagram (optional).

- **On websites**

Layout production and placement of comic strips, infographics, press releases on Internet resources will target socially active people representing various target audiences. During campaign implementation, 3 infographics and half-page articles/press releases containing detailed information on the selected reforms will be produced and published in over 20 regional online outlets. For a younger audience, the products will be designed in the form of comic strips as a modern expressive form of communication and will be published on the websites such as 24tv.ua, unian.net/, pravda.com.ua, nv.ua

Infographics, being highly popular and effective content marketing tool due to the combination of vibrant imagery with concise information will help educate audiences on a wide variety of topics. This type of media materials is very popular and attractive source of information in online-media and social media, especially taking into account that over 65%⁹¹ of Ukrainians have smartphones and one half of them get news from online media.

Workshops for journalists

High quality, targeted workshops will play a key role in our communications campaigns to achieve the highest possible impact within the overall objectives of the program. Workshops will provide an opportunity for journalists, representatives of CSOs to engage interactively with the topics of reforms, to improve their knowledge and understanding of the reforms, its steps and expected results, as well as potential benefits of the reforms that can be offered to the target groups. Direct communication provided by the organisation of the workshops for the journalists who play a major role communicating reforms, which lies within capacity of encouraging all of the stakeholders groups to be actively engaged with campaign's message. Workshops for the journalists also aim to provide the long term impact, create synergies and sustain long-term relationships with journalists. After all, those are the people who will be critical to shaping

⁹¹ Internews, 2016

opinion of reforms' results and their benefits to the public. Therefore, we will communicate to them and encourage and enable them to disseminate key messages themselves.

A cycle of regional workshops (2 days) will be organized for journalists and representatives of CSOs and regional media leaders in 2 cities each across 4 major regions of Ukraine (South, Center, East, West). The participants to the workshops will be recruited online by submitting an Application Form, which will include information on the applicant's professional background and expressed motivations to participate in the training. The specific goal of the seminars will be twofold: firstly, to enhance the professional skills and knowledge of journalists on how to improve the quality of their reporting on the issues related to the reform process; secondly, the workshop will also provide the journalists with specific knowledge about the selected reforms of the campaigns. The workshops will be conducted by professional trainers, who will provide information on the most up-to-date methods, tools and international practices related to effective communication on the topic of reform. In addition, 3 Guest Speakers will be invited to communicate the 'ABCs' of the particular reform, as well as the main milestones and challenges to implementation, the key contributors and the main benefits to the general public. This will be an opportunity to meet and talk with the local media leaders and to provide them with sound information on the reform process in order to enable them to disseminate accurate information on the reform process, as well as on specific aspects of the selected reforms to the general public in these regions.

Draft Agenda of training for journalists on Healthcare Reform is presented below.

Draft Agenda of training for journalists on Healthcare Reform
Day 1

09:30 – 10:00 Morning coffee

10:00 – 12:00 What will the financial decentralization process mean for medical institutions? Speaker: Representative of the Ministry of Health of Ukraine

12:00 – 12:45 A new approach to the concept of public health and preventive medicine. Speaker: Representative of Public Health Solutions Agency

13:00 – 13:30 Lunch

13:30 – 15:00 State program "Accessible Medicines". Speaker: Representative of the Ministry of Health

15:00 – 16:00 Effective methods and tools in healthcare reform communications

16:00– 18:00 Practice session

Draft Agenda of training for journalists on Energy Sector Reform is presented below.

Draft Agenda of training for journalists on Energy Sector Reform

Day 2

09:30 – 10:00 Morning coffee

10:00 – 12:00 Ways of making energy payments cheaper: energy efficiency modernization. Speaker: Sviatoslav Pavliuk, energy expert

12:00– 13:00 Functions of house-owners associations (HOAs). Speaker: Representative of USAID MERP project

13:00 – 13:30 Lunch

13:30 – 14:30 Effective tools of establishing and functioning of house-owners associations (HOAs). Speaker: Representative of USAID-funded project MERP

14:30 – 15:30 The system of “warm loans”, Speaker: Dmytro Naumenko, energy expert

15:30– 17:00 Practice session in communicating energy reform

Press Office

The Project Press Office will play a crucial role in establishing effective contacts with both journalists and the general public. The role of the press office will be twofold. The Press Office will engage in reactive communication, serving as a source of information for journalists regarding the reforms. To this end, the press office will establish a single contact point (i.e., one address, one e-mail) for the media to direct any questions regarding the reforms. The Press Office will also engage in active communication through the distribution of press materials (such as infographics, experts’ statements, research findings on particular reforms and their progress, expected reforms’ results and benefits for society. The Press Office will also be involved in the selection of experts – participants of the expert panel in the morning TV shows. The Press Office will also cover the support and coordination of communication activities (for example, the work of online and print production, the production of video and radio materials, etc.), conduct communication with bloggers and experts, and will be responsible for media monitoring.

Campaign gadgets

Promotional campaign gadgets will be designed to draw attention from, and appeal to target audiences far and wide. The production and dissemination of gadgets will increase the visibility of the campaign messages. This activity will include production of thematic campaign gadgets, such as notebooks and pens. The gadgets will be disseminated via the promotional contests on various social media platforms, as well as during the workshops for journalists.

The campaign will also include the production and dissemination of "Kozaky"-branded gadgets, including, for example, notebooks and pens. These products will increase the visibility of the campaign messages and expand the target audiences of the campaign. The Kozaky-branded gadgets will be disseminated via the same channels mentioned above.

The promotional advantages of the gadgets are the following:

- *Long-term* reminder about the campaign. The application of the campaign logos and messages to practical, every-day items will serve as a daily reminder about the key messages of the respective campaigns.
- *Inexpensive* reminder about the campaign. In contrast to media advertisements, which demands payments on regular basis, the one-time manufactured gadgets with the "Kozaky" logo will be cheaper promotional vehicle.
- *Loyalty* of the audience. The campaign will use the gadgets as the prizes for the contests on social media platforms / channels and as handouts for media trainings. This will help cultivate an emotional loyalty and build support among the audience.

Draft layout of campaign gadgets is presented below.



Draft timeline of the communications campaigns

Draft timeline of the communications campaigns is presented in the Annex 6.

Draft creation/elaboration of a common brand for GOU reforms

Common brand. As the results of the Assessment show, the Ukrainian people have been insufficiently informed about the reforms. Moreover, reform actors have yet to develop a cohesive, positive image of the reforms. It is very important that campaigns have a common brand – a hero to champion an ongoing reformative process, both in general and for specific reforms. This approach allows the campaign to present the reform process in a broader, non-political context, as well as to reach and engage with target audiences on a more emotional level, which is considered crucial for achieving the overall objective of the project.

“Kozaky”. Given that the negative attitude of the general Ukrainian public towards current political situation is constantly increasing due to a number of reasons (for example, unstable government, corruption scandals, continuation of the armed conflict in the Donbass region, etc.) we will package the idea for the communication campaign around a key visual with no prior political association. In particular, the common Ukrainian cartoon character “Kozaky” will be the “ambassador” and unifier of the campaigns.

Key Features of “Kozaky” characters:

- are associated by the general public with mass culture heroes and "power of Ukraine" – impersonating the spirit of all important positive changes that happened and will happen in Ukraine;
- are emotionally attractive. They personify emotional engagement of the target groups (recipients) and open a space for spontaneous, grass-root (social) communication;
- encourage people to be active participants of reform process themselves - seek for information on reform progress and benefit from it. Such approach is justified by the fact that civil society has been one of the initiators and still is highly committed to the process of transformation and reformation of Ukraine.



Draft identification of indicators to measure public outreach (tailored to vector) and plan for continued monitoring

The outputs, outcomes and impacts of the communications campaigns will be monitored during the course of implementation as well as evaluated ex-post. The Assessment Team will collect and analyze a set of output and outcome indicators for these purposes. These indicators include in particular:

For monitoring outputs of the campaign:

- number of TV spots issued on national and regional TV channels,
- number of nationwide and regional radio broadcasts issued,
- number of entries of experts in “breakfast TV shows”,
- number of media products developed and disseminated via traditional media, social media and Internet portals,
- number of press articles in regional printed media (including reprints and non-sponsored articles),
- number of discussions generated on social media platforms,
- number of online contests organized,
- number of workshops organized for journalists,
- number of campaign gadgets disseminated,
- media penetration indicators provided by media owners (audience or viewerships),
- number of requests for information received by the Press Office,
- number of participants that took part in the direct activities (workshops, contents),
- number of visits, posts and likes for the social media tools.

For monitoring and evaluating outcomes and impact of the campaign:

- percentage of Ukrainians who are aware of the respective reforms after the campaign,
- percentage of Ukrainians who increase their support for the reform process after the campaign,
- percentage of Ukrainians who better understand the selected reform processes after the campaign,
- percentage of Ukrainians who better understand how the selected reform processes will improve their lives,
- percentage of Ukrainians who believe that the campaign facilitated an easy access to the information about the reforms,
- percentage of Ukrainians who believe that the reform should be continued after the campaign,
- percentage of journalists that increased their knowledge about the reform after the workshops,

- percentage of journalists that are eager to write about the progress of reforms after participating in the workshops,
- percentage of journalists that feel to be more capable to write about the reforms after participating in the workshops.

The final list of indicators to be collected and analyzed, as well as the Monitoring and Evaluation Plan, will be developed after the finalization of the communication strategy.

Outcome and impact monitoring and evaluation tools

Whereas output indicators will be collected and analyzed directly by the Assessment Team, the collection of outcome and impact indicators will require implementation of the following methods:

Omnibus Survey

The impact of the campaign on the general public will be evaluated on the basis of a public survey on the perceptions of the reforms process in Ukraine that will be carried out after the implementation of the campaigns. As it is not possible to implement a baseline survey before the launch of the campaign due to the tight timeline for the campaign's implementation, the Assessment Team will prepare a baseline scenario prior to launching the campaign against which the results of the post-campaign survey will be compared. The baseline scenario regarding the general public's awareness and understanding of the reforms before the launch of the campaigns will be developed on the basis of the most recent opinion polls available that were conducted on the particular reform area. To enable this reference, the post-campaign survey will include questions that partially repeat some of the questions that have been previously asked in similar surveys run by GfK, Kiev International Institute for Sociology and TNS (National Reform Council's monitoring efforts), particularly those related to Ukrainians' perceptions of the reforms and their information needs. The post-campaign survey will be performed in the framework of Omnibus - multi-targeted survey of the population. The survey will be conducted via face-to-face interviews with a representative sample of the population of around 2,000 Ukrainians citizens covering all regions of Ukraine. The interviews will last around 20-40 minutes. We will apply multistage stratified probability sample and the results will be weighted in order to achieve the sample representativeness with regard to the gender, age, settlement size and region. The findings from the survey will be benchmarked against the previous survey results and the net effect of the communication campaign observed.

Workshop Evaluation Sheets

To measure the impact of the campaign on the journalists, every participant to the workshops will be asked to fill out a short workshop-evaluation survey. The Evaluation Form will collect data on the perceived change of knowledge of journalists on the reforms thanks to the participation in the workshops (see the outcomes indicators regarding impact on journalists).

Evaluation Workshop

Finally, we believe that apart from monitoring the outcomes, each communications campaign should be concluded with an evaluation of its implementation and its outcomes. Therefore, after the implementation of the campaigns and the completion of the outputs and outcomes monitoring, we will run an Evaluation Workshop that will gather the Project Team, as well as a selection of stakeholders engaged and interested in the results of the project. During the 2.5-3 hour-long participatory workshop, the implementation and outcomes of the communications campaigns will be discussed, the encountered challenges and shortcomings identified and conclusions and recommendations drawn. The Evaluation Workshop will focus on evaluating whether and to which extent the communication activities of the project were coordinated with the ongoing communication activities and initiatives of other donors, and whether these activities were effective in maximizing the campaign's impact and creating the desired synergies.

VI. CONCLUSION

The number and scope of reform activities currently implemented by the Government of Ukraine is very broad and requires a coordinated communication approach in order to win the general public's support for these processes. However, both the recent surveys and the monitoring data from the National Reform Council show that a growing proportion of the population is frustrated by the perceived lack of progress on key reforms in Ukraine. Only one-fourth of the population indicated awareness and understanding of the key reforms being implemented in Ukraine. A similar number of people accepts these changes and is eager to wait longer for reforms to bear fruit in Ukraine. Both the general public and the media feel under-informed about the progress of reforms and claim to have a need for more communication –communication that is presented in a simple, easy-to-understand language, that shows the real-life implications of the reforms for the well-being of the people, that explains why and for which reasons the reforms are needed and that wins the public's emotional support for the reforms process.

Ranking of the five reforms according to the elaborated criteria

Of the 18 reforms areas that were analyzed, assessed and ranked with regard to their viability for USAID-funded communications campaigns. The results of the ranking exercise show that public awareness of the progress on the majority of the 18 reforms, as well as their benefits to citizens, varies from moderate to low, despite the large number of communications efforts that have been or are being undertaken by donors and the Government of Ukraine. Moreover, not all of the reforms seem to be of interest to the general public (e.g. Constitutional Reform, State Owned Enterprise Reform, Electoral Reform), either because they do not directly affect the Ukrainians' daily lives, or because some of the results that have been achieved in certain reform areas remain at the policy and legislation stage and are thus not well and/or clearly communicated to the general public. There have been a number of reforms with a considerable amount of communications efforts (e.g. Anti-Corruption Reform, Decentralization Reform, Public Procurement Reform), which have already been in place either by means of communications components of the large scale technical assistance projects funded by donors, or communications efforts of the line ministries. However public awareness about, and support for these reforms remain low. This is mainly due to the lack of coordination and synergy between these efforts, as well as the complexity of the messages being communicated, which are not easy for the general public to understand.

As a result of the ranking, five reforms were considered as particularly viable for USAID-funded communications campaigns: Healthcare reform, Financial Sector Reform, Energy Sector Reform, Agricultural Sector Reform and Decentralization reform. These reforms were assessed as particularly well prioritized and performed (with key achievements that could be communicated to the general public), highly relevant to people and interesting for the media and the general public, as well as not sufficiently visible despite some previous communication

efforts. Of these five reforms, the communications campaigns within this project are recommended to be focused on two reforms providing the most strategic communications opportunities: Healthcare Reform and Energy Sector Reform.

Recommendations as to number and length of campaigns to be pursued

The generally low awareness of reforms among the general public, combined with a demand for specific information on the part of the reforms' respective target groups– the two opposing requirements – resulted in our proposal to position the proposed communications campaigns on Healthcare and Energy Sector Reforms as large-scale awareness campaigns targeting the general public supplemented with a narrowly targeted ultra-strategic approach for specific target groups of both reforms. During the design and implementation of communication campaigns, key principles will be applied: using simple messages to explain the key steps of reform implementation, its expected results and a realistic timeframe for the realisation of the positive outcome on people's lives are crucial principles for the campaigns' effectiveness; using success stories to illustrate the positive changes that can be expected to result from the reform(s) will enhance public support for the reform process; maximizing the coordination and synergy with other communications efforts is absolutely necessary to reach the highest effectiveness of campaigns, as well as sustainability of their results.

The draft key messages proposed in the Assessment Report were tailored to the target groups' needs during the focus group and discussions with USAID, media experts and key stakeholders. They will be further revised and finalized based on additional discussions with stakeholders and USAID. The messages will be disseminated through a variety of communications channels, including nationwide and regional TV and radio spots, radio broadcasts, experts talks on 'breakfast TV shows', journalists' workshops, sponsored printed press articles, dissemination via social media and Internet platforms and online contests. To monitor and evaluate the impact of the communications campaigns, a set of output and outcome indicators are proposed. A post-campaign, broad-reach survey will be launched to collect evidence of the communications campaigns as along with additional tools to evaluate journalists' workshops and conclude the impact of the campaigns and project's implementation.

ANNEXES

Annex 1. List of sources

List of publications on reforms' progress analyzed

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List of communications efforts assessed

№	Reform targeted	Name of campaign/com ms effort	Project/Donor/G OU	Campaign elements	Duration
1.	Anticorruption	“Declaration without decorations” (“Декларація без декорацій”)	International Renaissance Foundation, Transparency International Ukraine	<ul style="list-style-type: none"> • YouTube video https://www.youtube.com/watch?v=dhoSftyS--g, • press releases • infographics http://ti-ukraine.org/wp-content/uploads/2016/11/pravoohoronni_organ_1_page.pdf • weekly reviews http://ti-ukraine.org/wp-content/uploads/2016/11/oglyad_deklaraciy_no1_0-1.jpg 	2014-2015
2.	Anticorruption	“Wake up! Corruption is killing” (“Прокинься! Корупція вбиває”)	UNITER/USAID	<ul style="list-style-type: none"> • Video (social media and TV) https://www.facebook.com/corruption.schemes/videos/1334165173283928/ • Billboards (more than 200 in 11 cities of Ukraine) • Infographics (http://anticorruption.in.ua/news/our/5641.html) 	2013-2014
3.	Anticorruption	“Corruption must be caught” (“Корупція має бути помічена”)		<ul style="list-style-type: none"> • Outdoor advertising (more than 500 across all Ukraine) • Radio spots • Comics, infographics http://www.radiosvoboda.org/a/27923287.html 	05.2016-30.08.2016
4.	Anticorruption	"Conflict of Interest -have to know" («КОНФЛІКТ ІНТЕРЕСІВ: треба знати!»)	Ministry of Foreign Affairs of Denmark, United Nations Development Programme	<ul style="list-style-type: none"> • billboards, • trainings: • presentations: http://www.prostir.ua/event/kampaniya-konflikt-interesiv-treba-znaty-lutsk/, http://styknews.info/novyny/sotsium/2016/11/18/v-ivano-frankivsku-predstavnyky-proon-ta-nazk-rozpovidatymut-pro-unykneni • infographics: http://dhrp.org.ua/uk/news/1558-20161115-ua, http://chernivetska.land.gov.ua/wp-content/uploads/2015/09/konflikt- 	2016

				interesiv-1024x1280.jpg	
5.	Anticorruption	“Money doesn't talk” (“Вони б не мовчали”)	UNITER, USAID	<ul style="list-style-type: none"> • video: https://www.youtube.com/watch?v=OXWOH0Kq7V4&feature=youtu.be • billboards, • web-page: http://ti-ukraine.org/projects/komunikatsiini-kampanii/vony-b-ne-movchaly/ 	2014-2015
6.	Anticorruption	Communication activities within the project	ENGAGE/USAID	<ul style="list-style-type: none"> • Cooperation with the TV program on investigation "Our money", which is broadcast "1 + 1" Channel, • Billboards "It would not be silent", • Creative performances, flash mobs in the most populated places (cinemas, shops). 	October 1, 2016 – September 30, 2021.
7.	Anticorruption/Public Procurement Reform	Prozorro promo campaign	Ministry of Economic Development and Trade of Ukraine with the support of the US Embassy	<ul style="list-style-type: none"> • video http://mip.gov.ua/news/1539.html • billboards in Oshchadbank bank departments and regional administration in 5 cities of Ukraine 	July 2016
8.	Decentralization	“Successful community” (“Успішна Громада”)	Ministry of Foreign Affairs of Canada	<ul style="list-style-type: none"> • publications in media (210) • publications on-line (515) • video stories with Ukrainians (111) • Youtube video “Authority – is you” • public dialogues • Webpage: http://inrespublica.org.ua/vseukrayinska-kampaniya-uspishna-gromada/ 	2015-2016
9.	Decentralization	Information activities within the project	Ukraine Local Empowerment, Accountability and Development (U-	<ul style="list-style-type: none"> • Support communication and public participation in relation to service delivery, as well as cooperation between municipalities. 	2013-2017

			LEAD)/ European Union and its Member States Denmark, Germany, Poland and Sweden		
10	Decentralization	Information activities within the project	DESPRO, Swiss Agency for Development and Cooperation	<ul style="list-style-type: none"> • Educational and informational work on promotion of the reform in the context of Governmental initiative «Decentralization of power». • Press Centre of the Governmental initiative “Decentralization of Power” • An official web-site of the reform decentralization.gov.ua • Informational materials: infographic videos, posters, booklets • National radio broadcasting company, Public radio, RADA TV channel; • Special events: trainings for journalists, discussions in regions, press-briefings, round-table discussion series ; • External campaign «Let communities unite – bring the village to its might» (500 boards across Ukraine), etc. • Video <https://www.youtube.com/watch?v=WWL-ReKrNCE> • “Uniting communities - village in order. A good medicine” posters • http://archive.voxukraine.org/wp-content/uploads/2016/08/%D0%BC1.jpg • Online-banners, • Radio materials 	2016
11	Decentralization	“Decentralization - National strategy to success” (“Децентралізація – стратегія національного успіху”)	Government of Ukraine	<ul style="list-style-type: none"> • video <https://www.youtube.com/watch?v=54b2EgLTaVM> • animation video • online-banners 	2015
12	Decentralization	Communications activities within	Decentralization Offering Better	<ul style="list-style-type: none"> • The project team is currently working on coms strategy (aim to finish it by May 2017) and also it is planned to do the selection of 	June 8, 2016 –

		the project	Results and Efficiency (DOBRE)/USAID	several success stories to communicate; however implementation of comms activities won't start earlier than autumn 2017.	June 7, 2021
13	Decentralization/Health Reform	"changeYOU" (#ЗміниТИ)	CentreUA	<ul style="list-style-type: none"> visits of team of experts to regions to communicate with the representatives of public, youth, authority, business infographics http://www.chesno.org/infographics/ comments for media http://www.chesno.org/video/ 	2017
14	Public Administration/Decentralization	Communications activities within the project	The Policy for Ukraine Local Self-Governance - PULSE project/USAID	<ul style="list-style-type: none"> Communications consultants of the Project collaborate with local Media, and with other consultants and directly visit the communities At the central level, within the project there is a TV and radio programme, Cooperation with print and online media - distributing information 	December 14, 2015 – December 13, 2020
15	Public Administration	"Use the deputy correctly" ("Користуйся депутатом правильно")	OPORA/USAID	<ul style="list-style-type: none"> Video https://www.facebook.com/cn.opora/videos/vb.45461285107/10153642723395108/?type=2&theater 	2016
16	Public Administration	Information activities within the project	RADA Program: Responsible Accountable Democratic Assembly/USAID	<ul style="list-style-type: none"> Educational and informational work on promotion of the reform of the Parliament. An official web-site http://radaprogram.org/en/ Facebook page https://www.facebook.com/radaprogram YuoTube channel https://www.youtube.com/channel/UCHJX1RzUxvIjDwabeCIxGHg Informational materials: booklets, handouts http://radaprogram.org/publications Educational videos http://radaprogram.org/education-videos Special events: trainings for journalists, press-tours, discussions in regions, press-briefings, round-table discussion series,forums Entertaining digital products -tests https://test.rada4you.org/ Video "Understand and control your Parliament" https://www.youtube.com/watch?v=La6xLqe-Aac Video "How does Parliament works?" 	November, 2013 – November, 2018

				https://www.youtube.com/watch?v=XkAVv2VwErA <ul style="list-style-type: none"> website_ “What deputy you are? online test” https://test.rada4you.org/ 	
17	Energy	Euroquiz (“Енергія Європи для тебе”)	EU	<ul style="list-style-type: none"> Digital educational quiz about energy for youth: website_<http://euroquiz.org.ua/> 	2016
18	Energy	Information activities within the project	Energy Sector Anticorruption and Fiscal Transparency Initiative in Ukraine (Transparent Energy)/USAID	<ul style="list-style-type: none"> Distribution of information on journalist investigations, information inquiries, and a public pressure campaign on energy sector related issues; Public reporting of key energy data. 	June 15, 2016 – December 14, 2018
19	Energy	Information campaign on energy saving, alternate energy sources and condominium associations support	Municipal Energy Reform Project (MERP) USAID	<ul style="list-style-type: none"> brochures http://www.merp.org.ua/index.php?option=com_content&view=article&id=72&Itemid=968&lang=uk videos http://www.merp.org.ua/index.php?option=com_content&view=article&id=88&Itemid=967&lang=uk billboards http://www.merp.org.ua/index.php?option=com_content&view=article&id=87&Itemid=966&lang=uk TV show “My House” http://www.merp.org.ua/index.php?option=com_content&view=article&id=220&Itemid=1043&lang=uk Outreach campaign for the “warm loans” program Assistance to public outreach campaign on homeowners associations 13 local resource centers, where people can get advice on such issues, as establishment of homeowners associations, energy efficiency measures, use of renewable energy, etc. 	2015-on-going

20	Judicial Reform	Judicial reform - one of the key reforms that are being conducted in Ukraine	Ministry of Justice of Ukraine Міністерство юстиції України	<ul style="list-style-type: none"> video https://www.youtube.com/watch?v=0kP17hdnba8 	2016 - ongoing
21	Judicial Reform	Reforms Formula	Reanimation Package of Reforms	<ul style="list-style-type: none"> Infographics: http://rpr.org.ua/en/news/reappointment-political-influence-recipe-for-a-judicial-reform/ 	2015
22	Educational Reform	Informational Campaign about changes in school programs	Ministry of Education and Science of Ukraine, IRF	<ul style="list-style-type: none"> Video-clips: https://www.youtube.com/watch?v=cWsauoZ_Nhs, https://www.youtube.com/watch?v=eG_3cWPjYu0, etc. (more than 20) 	2016 - ongoing
23	National Security and Defence	“My new police” (“Моя нова поліція”)	IREX and National Police	<ul style="list-style-type: none"> banners, posters, city lights 	
24	National Security and Defence	“Army: rebirth” (“Армія. Друге народження”)	Ministry of Defense of Ukraine	<ul style="list-style-type: none"> website http://newarmy.in.ua, cycle of photo-exhibition in regions of Ukraine, book publishing 	2016
25	National Security and Defence	“Against enemies - bullets. Against corruption - publicity” (“Проти ворогів - кулі. Проти корупції - розголос”)	Ministry of Defense of Ukraine	<ul style="list-style-type: none"> website https://defence-anticor.in.ua/ videos information booklets 	2017
26	National Security and Defence	“Ukraine's defence in your arms” (“Захист країни в наших руках”)	Stratcom NGO, Ministry of Defence of Ukraine,	<ul style="list-style-type: none"> video (TV and online media) https://www.facebook.com/pg/stratcomUA/videos/?ref=page_internal 	2016

27	National Security and Defense	“Demobilization”	Ministry of Defence of Ukraine, Stratcom NGO	<ul style="list-style-type: none"> informational website http://demobilization.info/ 	2016
28	Constitutional Reform	“Constitution” (“Конституція”)	USAID	<ul style="list-style-type: none"> website http://rpr.org.ua/announcements/konstytutsiya-yak-klyuch-do-uspihu-krajiny/ trainings and visits of experts to regions infographics http://rpr.org.ua/en/news/judicial-reform-expectations-and-possible-scenarios/ 	2016
29	National Security and Defense Reform	“Ukraine will win! Watch everyone, who believes in our victory” (“Україна переможе! Дивитись усім, хто вірить у нашу перемогу”)	Ministry of Defence of Ukraine	<ul style="list-style-type: none"> Videos: https://www.youtube.com/watch?v=b_AJ0GjUkig 	2014
30	National Security and Defense Reform	“Smile, brother”	Ministry of Defence of Ukraine	<ul style="list-style-type: none"> Clips to support national serviceman https://www.youtube.com/watch?v=S5QNNHZS18Q 	2015
31	National Security and Defense Reform	“We remember, proud and will win” (“Помним, Гордимся, Победим”)	Ministry of Defence of Ukraine	<ul style="list-style-type: none"> Social advertisement before Victory Day (9th of May): https://www.youtube.com/watch?v=jmvYcMYtXLk, https://www.youtube.com/watch?v=bRGd0tD4UMY 	2014
32	Agricultural Sector Reform	“Deregulation of Agrarian Sector” (“Дерегуляція аграрного”)	Ministry of Agrarian Policy and Food of Ukraine	<ul style="list-style-type: none"> video: https://www.youtube.com/watch?v=CeoEUiG_9HM infographics http://minagro.gov.ua/pressroom?nid=1835, https://daily.rbc.ua/ukr/show/zhatva-itogi-uborki-rannih-zernovyh- 	Started in September 2015

		сектору”)		1440084911.html	
33	Agricultural Sector Reform		Agriculture and Rural Development Support (ARDS)/USAID	<ul style="list-style-type: none"> Information and educational campaigns through graphic means and online-resources, particularly: 15-second video, web-portal, infographics trainings for regional media 	August 7, 2016 – July 3, 2020
34	Financial Sector Reform	“Conducting reforms. Changing the country” (“Здійснюємо реформи. Змінюємо країну”)	Cabinet of Ministers of Ukraine	<ul style="list-style-type: none"> video “Restoring the country. Increased Salaries” (“Відбудовуємо країну. Вищі зарплати”): https://www.youtube.com/watch?v=AKBuW_rU26U> video “2017 - beginning of the economic growth” (“2017 - рік початку економічного зростання”): https://www.youtube.com/watch?v=TzmwNFExhCs> video “ensuring the access to public information in Secretary of Cabinet of Ministers of Ukraine” (Забезпечення доступу до публічної інформації в СКМУ”): https://www.youtube.com/watch?v=YQwb0CCORjU 	February 2017 - ongoing
35	Financial Sector Reform	Communication activities within the project	Financial Sector Transformation (FST) project/USAID	<ul style="list-style-type: none"> Communication activities will include educational tours, training, and limited procurement of information and technology systems; Public outreach activities in public confidence in the financial sector and outreach/education campaign on pension issues is in plans. 	October 28, 2016 - December 28, 2020
36	Energy Reform, Agricultural Sector Reform, Deregulation and Entrepreneurship Reform, Financial Sector Reform	“EasyBusiness”	Ministry of Economic Development and Trade of Ukraine, WB, EU, USAID, GIZ, IMF	<ul style="list-style-type: none"> website: http://www.easybusiness.in.ua/ videos: https://www.youtube.com/watch?v=Cxucw6D1TUo, https://www.youtube.com/watch?v=GgiZKWurBbM, etc. (4) EasyBusiness Insights Videos: https://www.youtube.com/watch?v=dA3Zla9Taxg, https://youtu.be/Dcw15rwDtuY?list=PLlgEyYJlriqfsU12ANoPnNQX2HIXOf3C-, https://www.youtube.com/watch?v=9JFvQCAAcB8, etc (6) 	2014 - ongoing
37	Judicial Reform	“Judicial Reform”	Judicial Reform Council	<ul style="list-style-type: none"> Fb fun page: https://www.facebook.com/jrc.org.ua/?fref=nf Videos: 	Ongoing

				https://www.facebook.com/jrc.org.ua/videos/1842951139325659/ , https://www.facebook.com/jrc.org.ua/videos/1840124769608296/ , https://www.facebook.com/jrc.org.ua/videos/1842951139325659/ <ul style="list-style-type: none"> • infographics: https://www.facebook.com/jrc.org.ua/photos/a.1817294091891364.1073741828.1808918066062300/1868611443426295/?type=3&theater, https://www.facebook.com/jrc.org.ua/photos/a.1817294091891364.1073741828.1808918066062300/1868645116756261/?type=3&theater • website: http://jrc.org.ua/ 	
38	Electoral reform	Reform of of political finances Реформа політичних фінансів	IFES USAID Ukraine, Embassy of Canada in Ukraine	<ul style="list-style-type: none"> • video “Reform of political finances” • https://www.youtube.com/watch?v=yuZVshsoNvc • video “The importance of the reform of political party funding extended” • https://www.youtube.com/watch?v=LuuiyUcWP3U 	2016
39	Electoral reform	Communications activities within the project	“Strengthening of multi-party democracy in Ukraine”/ Canada Government	<ul style="list-style-type: none"> • Information distribution to voters about their rights and providing trainings how to use the State Register of Voters 	April 28, 2014 - April 30, 2017
40	Ukraine Promotion Program	Ukraine is changing (“Україна змінюється”)	Ministry of Economic Development and Trade of Ukraine	<ul style="list-style-type: none"> • Videos “Ukraine is changing”: https://www.youtube.com/watch?v=H7RVIsZEUil, https://www.youtube.com/watch?v=XWJuf1p0qk (in English and German) 	2015
41	Ukraine Promotion Program	Experience Ukraine	Ministry of economic development and trade of Ukraine	<ul style="list-style-type: none"> • Video: “Experience Ukraine! We are open for Tourism” https://www.youtube.com/watch?v=qZMMJo7jOTQ 	2015
42	Ukraine Promotion Program	Ukraine is Open for U	Ministry of economic	<ul style="list-style-type: none"> • video “Ukraine is Open for U” https://www.youtube.com/watch?v=jdSQuanI8Z8 	2015

			development and trade of Ukraine		
43	Public Procurement Reform	Reform of public procurement. Early successes ProZorro	Ministry of Economic Development and Trade of Ukraine	<ul style="list-style-type: none"> Video blog of the Ministry https://www.youtube.com/watch?v=-SsDy-0Zpu8&t=4s https://www.youtube.com/playlist?list=PL6AMgkvC3-PNvwU9xR4y050qlLkdWrg 	2015
44	Public Procurement Reform/Public Administration Reform/Anticorruption	Communication activities within the project	Transparency and Accountability in Public Administration and Services (TAPAS)/USAID	<ul style="list-style-type: none"> Communication activity in three spheres: Open Data, Public Procurement and e-Services 	August 4, 2016 – August 3, 2021
45	Public administration reform	N/A	Office of the Deputy Prime Minister for European and Euro-Atlantic integration	<ul style="list-style-type: none"> video “Public administration reform” https://www.youtube.com/watch?v=77yhRA5WHVg photo exhibition “I am a reformer” http://www.americaohousekyiv.org/events/2017/1/18/-iamareformer 	2016
46	Public Administration Reform	I am a reformer Я - реформатор	EDGE, Канада	<ul style="list-style-type: none"> video https://www.youtube.com/watch?v=pXhdrh1aBjY&v=uk https://www.youtube.com/watch?v=PMkajHC4qQY https://www.youtube.com/watch?v=-ArBbYNHZg https://www.youtube.com/watch?v=g-RGgCnJm1s photo exhibition 	2016
47	Healthcare Reform	Healthcare Reform	National Reforms Council	<ul style="list-style-type: none"> infographics Health Care Reform: summary of 2015 http://reforms.in.ua/ua/news/reforma-ohorony-zdorovya-pidsumky-2015-roku 	2015
48	Healthcare Reform	Barometer of change	UIPPua	<ul style="list-style-type: none"> Barometer of change "Healthcare Reform in Ukraine" https://www.youtube.com/watch?v=0Rb0mJTBGPA 	2015

49	Healthcare reform	Communication activities within the project	HIV Reforms in Action/USAID	<ul style="list-style-type: none"> • Separate communication component on comms advisory to the Minister of Health, both internal and external communication; External communication efforts: planned campaign on “Affordable medicines” within the reform in summer 2017; HIV comms related activities: <ul style="list-style-type: none"> • Media communication efforts will conduct several pilot projects in 10 regions of Ukraine, starting with Dnipropetrovsk, Lviv and Poltava • Communication efforts aimed to technical grants for institutional capacity building and media trainings • An official website http://www.hivreforminaction.org/ • Publishing Newsletters http://www.hivreforminaction.org/?page_id=24 	June 15, 2012 – June 14, 2017
50	Healthcare reform	Healthcare reform	"Serving People, Improving Health Project for Ukraine"/World Bank	<ul style="list-style-type: none"> • Communication activities in 8 oblasts: mainly public awareness about new health facilities and services provided; 	2015-2020
51	Law Enforcement	Communications activities within the project	CERC - Citizen Engagement and Reform Communication/U SAID	<ul style="list-style-type: none"> • Highly visible information campaign to raise awareness about issues such as domestic violence and drunk driving. The campaign reached 1.5 million people in six target cities. 	2016
52	Law Enforcement Reform	Reform of the Ministry of Internal Affairs	Ministry of Internal Affairs	<ul style="list-style-type: none"> • Video presentation of the concept of reform - Reform of the Ministry of Internal Affairs • https://www.youtube.com/watch?v=YAPxCEcoWRY • video and infographics “Implementation of a system of service centers in Ukraine” • http://www.mvs.gov.ua/ua/news/1738_Nova_reforma_MVS_stvo_rennya_servisnih_centriv_Zelene_svitlo_novomu_servisu_FOTO_VID_EO_INFOGRAFIKA.htm 	2016
53	Deregulation and Entrepreneurship	Let’s make it easy	EasyBusiness	<ul style="list-style-type: none"> • Video • https://www.youtube.com/watch?v=GgiZKWurBbM • https://www.youtube.com/watch?v=GgiZKWurBbM 	2014

54	Deregulation and Entrepreneurship	Communications activities within the project	Leadership in Economic Governance (LEG/LEV)/USAID	<ul style="list-style-type: none"> communication activities on new legislation in deregulation billboards round tables infographics info bucklets 	December 19, 2014 – December 18, 2019
55	Deregulation and Entrepreneurship	Communications activities within the project	EU4Business initiative/ OECD, EBRD, ETF	<ul style="list-style-type: none"> Opening a network of 15 Business Support Centers to provide business advisory services and information services to SMEs 	May 2016 - ongoing
56	Deregulation and Entrepreneurship	Communications activities within the project	EU SURE: EU Support to Ukraine to Re-launch the Economy/EU	<ul style="list-style-type: none"> The project has a component, which focus on improving access to information for Ukrainian SMEs and consultations with business community on regulatory improvements 	2016 – 2020
57	Several reforms targeted	Communication activities within the project	Association4U, “Support for the Implementation of the EU-Ukraine Association Agreement”/ EU	<ul style="list-style-type: none"> Communication activities aims to public communication about the implementation of the EU-Ukraine Association Agreement (mainly trade, deregulation, agriculture , public administration, anticorruption) through Facebook page https://www.facebook.com/association4u.ua educational videos https://www.facebook.com/association4u.ua comms advisory to the line ministries 	2016 - ongoing
58	Several reforms targeted	Communication activities within the project	Citizens in Action (UCIPR)/USAID	<ul style="list-style-type: none"> Civic and political educational activities, and creates social communication platforms: Discussions and communication platforms (roundtables, conferences, webinars, press-events); Education (trainings (700), workshops, lectures); An official website http://ucipr.org.ua/index.php?option=com_content&view=article&id=578:citizens-in-action&catid=23&lang=en&Itemid=163 Active presence and comments on for media in: press-conferences, http://ucipr.org.ua/index.php?option=com_content&view=category&lay 	11 July, 2014 – 10 July, 2019

				out=blog&id=35&Itemid=207&lang=ua articles, http://ucipr.org.ua/index.php?option=com_content&view=category&layout=blog&id=10&Itemid=214&lang=ua TV-shows http://ucipr.org.ua/index.php?option=com_content&view=category&layout=blog&id=11&Itemid=215&lang=ua publishing official project magazines (16) http://ucipr.org.ua/index.php?option=com_content&view=category&layout=blog&id=12&Itemid=200&lang=ua 2 networks of non-governmental organizations were established	
59	Several reforms targeted	Communication activities within the project	U-MEDIA/USAID	<ul style="list-style-type: none"> • Communication efforts aimed to technical support for institutional capacity building and media trainings • Two organizations receiving U-Media support that have emerged as leaders in the sector are Telekritika and Internews Ukraine, which implement a number of communication campaigns/activities, which targets reforms. 	October, 2011-September, 2016
60	Several reforms targeted	Communication activities within the project	Social Cohesion and Reconciliation (SCORE) / USAID	<ul style="list-style-type: none"> • SCORE is a survey of over 10,000 Ukrainians in every region of the country on issues related to social cohesion, such as identity, IDP-host community relations and opinions of policy and government institutions. Communication effort conducted through social researches. 	August, 2015 – December, 2016

Annex 2. List of stakeholders consulted

USAID and USAID IMPLEMENTING PARTNERS		
1	U.S. Embassy in Ukraine, Public Affairs Section	Email: N/A
2	USAID Financial Sector Transformation project	Email: office@dai.kiev.ua
3	USAID Agriculture and Rural Development Support project	Email: info@ukraineards.com
4	USAID Enhancing Governance Accountability and Engagement (ENGAGE) project	Email: engage@pact.org.ua
5	USAID Transparency and Accountability in Public Administration and Services (TAPAS) project	Web site: http://tapas.org.ua/
6	USAID Leadership in Economic Governance (LEV) project	Email: lev_info@eef.org.ua
7	USAID Decentralization Offering Better Results and Efficiency (DOBRE) project	Web site: https://www.globalcommunities.org/dobre
8	USAID Policy for Ukraine Local self-Governance (PULSE) project	Web site: https://www.irex.org/project/policy-ukraine-local-self-governance-pulse
9	USAID Municipal Energy Reform Project (MERP) project	Email: info@merp.org.ua
10	USAID U-MEDIA project	Email: umedia@internews.org
11	USAID Citizens in Action project	Email: ucipr@ucipr.org.ua
12	USAID HIV Reforms in Action project	Email: info@hivreforminaction.org
13	USAID Sustainable Responses for Improving the Lives of Vulnerable Children (SCORE) project	Email: info@seedsofpeace.eu

INTERNATIONAL DONORS AND IMPLEMENTING PARTNERS		
1.	British Embassy , Press and Public Affairs Section	Email: ukembinf@sovamua.com
2.	Delegation of the European Union to Ukraine	Email: delegation-ukraine-press@eeas.europa.eu
3.	The International Renaissance Foundation	Email: lachykhina@irf.ua
4.	The World Bank	Email: ukraine@worldbank.org
5.	UK Prime Minister's Office and Cabinet Office Communications	N/A
6.	European Union Advisory Mission	Email: ppio@euam-ukraine.eu
7.	EU funded project "U-LEAD with Europe: Ukraine – Local Empowerment, Accountability and Development Programme"	Email: yuriy.svirko@giz.de
8.	EU funded project "Support for the Implementation of the EU-Ukraine Association Agreement"	Email: office@association4u.com.ua
THE GOVERNMENT OF UKRAINE AND COMMUNICATIONS ADVISORS TO THE GOVERNMENT		
1.	The Ministry of Information Policy of Ukraine	Email: Mip-press@ukr.net
2.	Presidential Administration of Ukraine	Email: pressoffice@apu.gov.ua
3.	National Reform Council	Email: petro.ivanov@reforms.in.ua
4.	Prime Minister Office of Ukraine	Email: N/A
5.	Strategic Advisory Group for Support of Ukrainian Reforms	Email: N/A
6.	Vice Prime Minister of Ukraine for European and Euro-Atlantic integration	Email: N/A
7.	Strategic Advisory Group for Support of Ukrainian Reforms	Email: N/A
8.	Cabinet of Ministers	Email: N/A
9.	Ministry of Health	Email: N/A

10.	UkraineInvest - Ukraine Investment Promotion Office	Email: info@ukraineinvest.com
NON-GOVERNMENTAL ORGANIZATIONS		
1.	Association of Ukrainian Cities	Email: info@auc.org.ua
2.	VoxUkraine	Email: Voxukraine@gmail.com
3.	Ukraine crisis media center	Email: press@uacrisis.org
4.	The Reanimation Package of Reforms	Email: platforma.reform@gmail.com
5.	CENTRE UA	Email: ua.centre@gmail.com
6.	Institute of World Policy	Email: info@iwp.org.ua
7.	DiXi Group	Email: author@dixigroup.org
8.	Kyiv School of Economics	Email: info@kse.org.ua
9.	The Institute for Economic Research and Policy Consulting	Email: institute@ier.kiev.ua
10.	The Academy of Ukrainian Press	Email: info@aup.com.ua
11.	Ukrainian Center for Independent Political Research	Email: ucipr@ucipr.org.ua
12.	Center for Political and Legal Reforms	Email: centre@pravo.org.ua
13.	The Civil Society Forum of the Eastern Partnership	Email: N/A

Annex 3. Interview questionnaire

[Introduction] Could you please introduce yourself and clarify how you are linked with the implementation of reforms in Ukraine?

Have you been engaged in strategy planning and/or implementation of any communication campaigns to promote reforms in Ukraine? If yes, please give details (with reference to the questions on visibility).

1.2 What are the key achievements and failures of the reforms in all 18 areas? Are there any success stories that could be effectively communicated to the public?

1.3 Are there any predictable risks that may influence the reforms process and endanger its implementation in the near future?

1.X [additional comparative questions for benchmarking workshop] Which of the 18 reforms are particularly important for the economic development of Ukraine and have the highest impact on increasing people's well-being?

2.1 & 2.2 Who is affected by the implementation of the reforms, respectively, and how are they affected? Who are the main supporters of reform for each reform area? And more importantly, who are the opponents?

2.3 How is progress on the implementation of the reforms evaluated/perceived by experts and social partners?

3.1 Based on your knowledge, are the media and the general public well informed about the assumptions, progress and achievements of the reform? Are there any particular gaps in their knowledge that should be addressed by a communication campaign?

3.2 What are the elements of the reform that are not so easily understood by the public and/or are wrongly understood? Are there any elements of the reform that should be particularly stressed/communicated to the public?

3.3 How much are media and general public interested in the topic of the reform? How important is the reform as perceived by the target groups? To what extent do they perceive the reform as affecting their everyday lives? How much and which aspects of the reform raised broader interest of the media and were debated by them?

4.1 & 4.2 [to communication experts only] Please summarize how the reform has been and is currently communicated to people. Were any media campaigns launched so far on this reform? Please explain their assumptions, target groups and messages.

4.3 [to communication experts only] What elements of the reforms were not yet sufficiently communicated to the public? What were the reasons for this communication deficit?

4.4 [additional question to communication experts only] What are the main challenges and risks with regard to promoting particular reforms in Ukraine? What factors may influence a campaign's effectiveness?

5.1 [only to USAID staff] What other / additional USAID projects have been implemented so far for the purposes of communicating, promoting or supporting in any other form the particular reform?

5.2 [only to USAID staff] What are USAID's priorities in terms of reforms implementation and promotion?

5.3 What other donors support the implementation of reforms in Ukraine? Who funded the reform communications campaigns so far? Is there any synergy or conflict between USAID and other donors' efforts in communicating reforms in Ukraine?

Annex 4. Assessment Template

Selection criteria	Questions	Anti-Corruption Reform	Public Procurement Reform	Decentralization Reform	Law Enforcement Reform	Deregulation and Entrepreneurship Reform	Healthcare Reform	Tax Reform	Public Administration Reform	Financial Sector Reform	Education Reform	Energy Sector Reform	State Owned Enterprise Governance Reform	Agricultural Sector Reform	Judicial Reform	Constitutional Reform	National Security and Defense Reform	Ukraine Promotion Program	Electoral Reform
<i>Performance and Priorities</i>	1.1 What are the key assumptions of each reform and recent progress of its implementation (stage of its implementation)?																		
	1.2 What are the key achievements and failures of these reforms? Are there any success stories that could be effectively communicated to the public?																		
	1.3 Are there any predictable risks that may influence the reforms' process and endanger its implementation in the near future?																		
	1.4 What are GOU priorities in terms of reforms implementation and promotion?																		
	1.5 What other / additional USAID projects have been implemented so far for the purposes of communicating, promoting or supporting in any other form the particular reform?																		
	1.6 What are USAID's priorities in terms of reforms implementation and promotion?																		

	1.7 What other donors support the implementation of reforms in Ukraine? Who funded the reform communications campaigns so far? Is there any synergy or conflict between USAID and other donors efforts in communicating reforms in Ukraine?																	
Relevance to people	2.1 Who is affected by the implementation of the reforms, respectively, and how are they affected? Please consider if the reform affects the whole population or selected interest groups, if the impact of the reform is different depending on the target group.																	
	2.2 Who are the main supporters of reform for each reform area? And more importantly, who are the opponents? How big and influential is the group of opponents?																	
	2.3 Based on the available opinion polls, please describe how the reform is perceived by the general public?																	
	2.4 How is progress on the implementation of the reforms evaluated/perceived by experts and social partners?																	
Comprehensibility	3.1 Based on the available opinion polls and interviews, please describe																	

	if the general public is well informed about the assumptions, progress and achievements of the reform?																	
	3.2 What are the elements of the reform that are not so easily understood by the public and/or are wrongly understood? Are there any elements of the reform that should be particularly stressed/communicated to the public?																	
	3.3 How much are media and general public interested in the topic of the reform? How important is the reform as perceived by the target groups? To what extent do they perceive the reform as affecting their everyday lives? How much and which aspects of the reform raised broader interest of the media and were debated by them?																	
Visibility	4.1 Please summarize how the reform has been and is currently communicated to people. Were any media campaigns launched so far on this reform? Please explain their assumptions, target groups and messages.																	
	4.2 What were the key messages of these campaigns and who was targeted (and who was not targeted and should have been)?																	

	4.3 How effective were they in achieving their objectives and are there any recognizable shortcomings of these campaigns (any messages failed to be delivered, target groups not reached)?																	
	4.4 What elements of the reforms were not yet sufficiently communicated to the public? What were the reasons for this communication deficit?																	

Annex 5. Selection Criteria

Performance and Priorities	
<i>Selection criterion "Performance and Priorities" describes the pace of progress of reforms' implementation as well as its priority according to the GOU and donors (incl. USAID).</i>	
2	The progress of reform is high (there are success stories to communicate) and the reform is high on the priority list of the GOU and donors.
1	The progress of reform is high (there are success stories to communicate) or the reform is high on the priority list of the GOU and donors.
0	The progress of reform is moderate (there are some delays with regard to what was planned) as well as the priority of the reform for the GOU and donors OR there is no information available on the performance and priorities of this reform.
-1	The progress of reform is slow (there are some delays with regard to what was planned) and the reform is not a top priority of the GOU and donors.
-2	There are significant challenges with reform implementation and/or there is a lack of will to pursue it.
Relevance to people	
<i>Selection criterion "Relevance to people" describes how the reform affects the population, trying to quantify if the reform affects the majority of the population, if it is important for improving the population's well-being and if it is regarded as such by the target population.</i>	
2	There is a large target group of the reform and a strong group of supporters for the reform, and the reform is perceived as being very important by the public and experts.
1	Either the target group of the reform or the group of the reform's supporters is not large, or the reform is not perceived as being very important by the public and experts.
0	The target group of the reform is significant but not large, neither supporters of the reform nor its opponents have any power advantage, the perceptions on reform importance are divided; OR no information is available on the above.
-1	Either the target group of the reform is small or the group of opponents to the reform is strong, or the reform is not perceived as being important by the public and opinion leaders.
-2	The target group of the reform is small (only particular interests targeted), the group opponents to the reform is strong, and a the reform is not perceived to be important by either the public or opinion leaders.

Comprehensibility	
<i>Selection criterion "Comprehensibility" describes the information needs of the population regarding a particular reform as well as population and media interest in the topic ('media attractiveness' of the issue).</i>	
2	There are high information needs (limited or wrong information on the reform of public opinion) with regard to the particular reform as well as high interest of the media and public opinion in the subject of the reform.
1	There are some information needs with regard to the particular reform as well as a general interest by the media and public opinion in the subject of the reform.
0	The information needs are limited (generally people have sufficient knowledge about the reform) or the media and public opinion are moderately interested in the topic; OR there is no information on the above.
-1	There are limited information needs (generally people have sufficient knowledge about the reform) and limited interest of media and public opinion in the topic.
-2	The reform is well known by the public (no information needs, the public opinion's knowledge about the reform is accurate and updated) and the subject of the reform is not interesting for the public and media.
Visibility	
<i>Selection criterion "Visibility" describes the previous and current communication efforts of different stakeholders regarding the reform.</i>	
2	The reform has not been properly communicated so far and/or the current communication efforts were inappropriate and ineffective.
1	The reform was communicated but there are still some gaps that could be addressed with a new campaign (e.g. there are new success stories to communicate; additional communication channels should be used, etc.).
0	There is no information on communication efforts around this campaign OR the communication efforts so far were not particularly significant and coordinated (e.g. blurred messages, contradicting efforts).
-1	The reform has been (or currently is being) communicated on a limited scale (limited scope and coverage) and there are some minor gaps in these campaigns that may still be addressed.
-2	The reform has been communicated via a wide communication campaign and/or such a campaign is currently being implemented by other donors, and there were no gaps in these campaigns (e.g. population not targeted, elements of the reform not messaged, limited effectiveness due to bad planning, timing, etc.).

Annex 6. Draft timeline of the communications campaigns

	Tasks and Activities	Duration		Results	Deliverables	1st month 17.02-17.03				2nd month 17.03-17.04				3rd month 17.04-17.05				4th month 17.05-17.06				5th month 17.06-17.07				6th month 17.07-16.08				POST-PROGRAM PERIOD 17.08-16.09			
		Start	End			1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
1.	Tailoring campaigns	18.04	25.04	Key messages, audiences and vectors of the communications campaigns in selected 2-3 reforms and drafts of campaign elements are discussed and finalized with the USAID, specialists of specific reforms (from GOU and CSO), media specialists, and other actors.																													
2.	Prepare schedule/timeline of all major campaign events	31.04	25.05																														
3.	Prepare	31.0	15.0																														

	Tasks and Activities	Duration		Results	Deliverables	1st month 17.02-17.03				2nd month 17.03-17.04				3rd month 17.04-17.05				4th month 17.05-17.06				5th month 17.06-17.07				6th month 17.07-16.08				POST-PROGRAM PERIOD 17.08-16.09			
		Start	End			1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
	draft designs of all campaign elements (TV and Radio spots/' scripts, comic strips, infographic s, design of campaign gadget s)	4	6																														
4.	Testing campaigns - focus groups (2 focus groups discussions)	18.04	25.04																														
5.	Media production agreements	31.04	25.05																														
6.	Selection and agreement with the press, TV and Radio Channels for media placement	31.04	25.05																														
7.	Social media	31.04	31.05																														

	Tasks and Activities	Duration		Results	Deliverables	1st month 17.02-17.03				2nd month 17.03-17.04				3rd month 17.04-17.05				4th month 17.05-17.06				5th month 17.06-17.07				6th month 17.07-16.08				POST-PROGRAM PERIOD 17.08-16.09			
		Start	End			1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
	design (FB page, Instagram (optional))																																
8.	Recruitment of the experts for TV morning shows	15.05	31.05																														
9.	Recruitment of the trainers for regional workshops	22.05	31.05																														
	Preparation of training agenda and materials	15.05	22.05																														
10.	Recruitment of participants for regional workshops	22.05	01.08																														
11.	Final campaign preparation.	5.05	29.05	Final Campaign (final schedule/timeline of all major events, final designs of all campaign elements, proposed geographical locations,	Final Campaign - two to three Reform Communications Campaign Designs.																												

	Tasks and Activities	Duration		Results	Deliverables	1st month 17.02-17.03				2nd month 17.03-17.04				3rd month 17.04-17.05				4th month 17.05-17.06				5th month 17.06-17.07				6th month 17.07-16.08				POST-PROGRAM PERIOD 17.08-16.09			
		Start	End			1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
				websites(with associated costs) is submitted to the Mission.																													
12.	Campaign Launch	2.06	16.08	Campaign is launched and implemented .	Campaign Launch																												
13.	Organisation of regional training for journalists	02.06	16.08																														
14.	Production of campaign gadgets	15.05	22.05																														
15.	Distribution of campaign gadgets	02.06	16.08																														
16.	Nationwide TV video broadcasting	01.07	16.08																														
17.	Regional TV video broadcasting	01.07	16.08																														

	Tasks and Activities	Duration		Results	Deliverables	1st month 17.02-17.03				2nd month 17.03-17.04				3rd month 17.04-17.05				4th month 17.05-17.06				5th month 17.06-17.07				6th month 17.07-16.08				POST-PROGRAM PERIOD 17.08-16.09			
		Start	End			1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
18.	Radio (national and regional coverage) spot broadcasting	01.07	16.08																														
19.	Placement of comic strips, infographics in the press and web	2.06	16.08																														
20.	Social media campaign implementation	2.06	16.08																														
21.	Monitoring of communications campaigns (including regular media monitoring, public opinion survey, Evaluation workshop)	02.06	17.08	Monthly media monitoring reports are prepared, public opinion survey and Evaluation Workshop are conducted.																													